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CDC 66150

# LOGISTICS PLANS SPECIALIST

(AFSC 66150)

Volume 2

*Management Functions of Logistics*

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Prepared by
MSgt Joe M. Radford

Reviewed by
Douglas L. Savell

Edited by
Melvin F. Cole

DEPARTMENT OF THE AIR FORCE
MCMXLVII
UNITED STATES OF AMERICA

3400TH TECHNICAL TRAINING WING (ATC)
LOWRY AIR FORCE BASE, COLORADO 80230-5000

EXTENSION COURSE INSTITUTE (AU)
GUNTER AIR FORCE STATION, ALABAMA 36118-5643

# Preface

THIS SECOND volume of CDC 66150, *Logistics Plans Specialist*, was written to provide the information you will need to do logistics management functions.

Chapter 1 covers manpower management, discussing in detail manpower requirements, authorization documents, and the maintenance management information control system (MMICS).

Chapter 2 covers facility management. It covers facility surveys, work requests, the facilities utilization board (FUB), and the aircraft master parking plan.

In Chapter 3, we will focus on support agreements. The support agreement process, triennial reviews and agreement terminations will be provided for study.

Chapter 4 presents financial management with a look at the resource management system (RMS), base level financial structure and budget requirements. Equipment and supplies expenditures and the financial committees will also be discussed in this chapter.

The final chapter in this volume will provide war reserve materiel (WRM) management. WRM training, authorization documents, surveillance visits, and review board requirements.

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# Manpower Management

WHERE SUCCESS is concerned, you are not measured in inches or pounds, by college degrees, or by your personal background. You are measured by your ability to think clearly and to act in a concise and responsible manner. As one of the largest business operations in the free world, the Air Force must have competent managers and supervisors at all levels to carry out our mission.

This chapter will introduce you to the manpower management functions of our career field. You will study manpower requirements, authorization documents, and the maintenance management information control system (MMICS).

## 1-1. Maintenance Requirements

There are two basic manpower authorization documents that affect our manpower management responsibilities. The unit manpower document (UMD) and unit personnel management roster (UPMR) provide the basis for all military and civilian manpower actions.

The UMD is a management engineering team (MET) product. It is the source document of all Air Force manpower authorizations.

The UPMR is a consolidated base personnel office (CBPO) document. It is basically a derivative of the UMD. Assigned manpower are attached to authorized positions and other pertinent data by this product.

Authorizations for manpower are gained through the development of standards. The objectives of the manpower standards development process are to set the most valid workcenter manhour-to-workload relationships and to measure manpower needs for mission activities. Air Force policy concerning the use of standards to determine manpower requirements is explained fully in AFR 26–1, Volume 3, *Determining USAF Manpower*.

Manpower standards are developed by the MET. This segment of study is not intended to make you a MET or a personnel specialist, but to provide the information you will need to evaluate manpower documents.

### 200. Cite manpower change requests and manning assistance requests procedures.

**Manpower Standards.** Before we get into the actual authorization documents, we must first understand how authorizations are acquired. Manpower standards relate manpower requirements to workload volume. These standards define manpower needs at varying workload volumes and provide for doing a number of tasks that are reasonably the same in nature. Air Force standards are classified into three types:

- A Type I standard is developed by determining manhours required to do a job through the use of standard time data, time study, work sampling, or a combination of these techniques. At least 80 percent of the manhours in the standard are based on these engineered methods. The resulting standard is developed by regression analysis and must satisfy specific statistical measures of accuracy. Type I standards are also termed "engineered" standards.
- Type II and Type III standards provide the needed flexibility necessary to determine requirements in a variety of workcenters when the work is not appropriate for the engineered methods. When standards are developed using engineered methods and regression analysis, but do not satisfy the rigid statistical requirements for a Type I standard, they are classified as Type II. Standards developed without detailed work measurement and based on minimum manpower requirements, staffing patterns, and historical performance are classified as Type III.

Figure 1-1 is a sample of a Manpower standards study measurements plan. MET personnel use the data gained from the application of the standard to determine the required manpower to do the required work.

Manpower authorizations are allocated to workcenters through the unit manpower document (UMD). We will discuss UMD format and content in the next section.

Let's take a look at how we go about getting changes to our authorizations and manning assistance when our assigned strength falls below mission accomplishment levels.

**Manpower Change Request.** Manpower change requests are prepared in compliance with AFR 26–1, Volume 2, *Manpower Policies and Procedures Programming USAF Manpower*. They are used to modify the UMD by: increasing authorizations, modifying existing authorizations, and deleting authorizations.

Figure 1-2 is an example of the format for these requests. Note from the format that you will have to do some research to prepare it. An explanation of UMD codes, which we provide later in this chapter, will be useful to you in this effort. Always verify the data you are given concerning manpower authorizations.

Have the DCM coordinate on the manpower change request and send it to the senior commander (for example, wing commander) for signature. If it is approved locally, it

**MANPOWER STANDARDS**
**STUDY MEASUREMENTS**
**PLAN**

**COVER**

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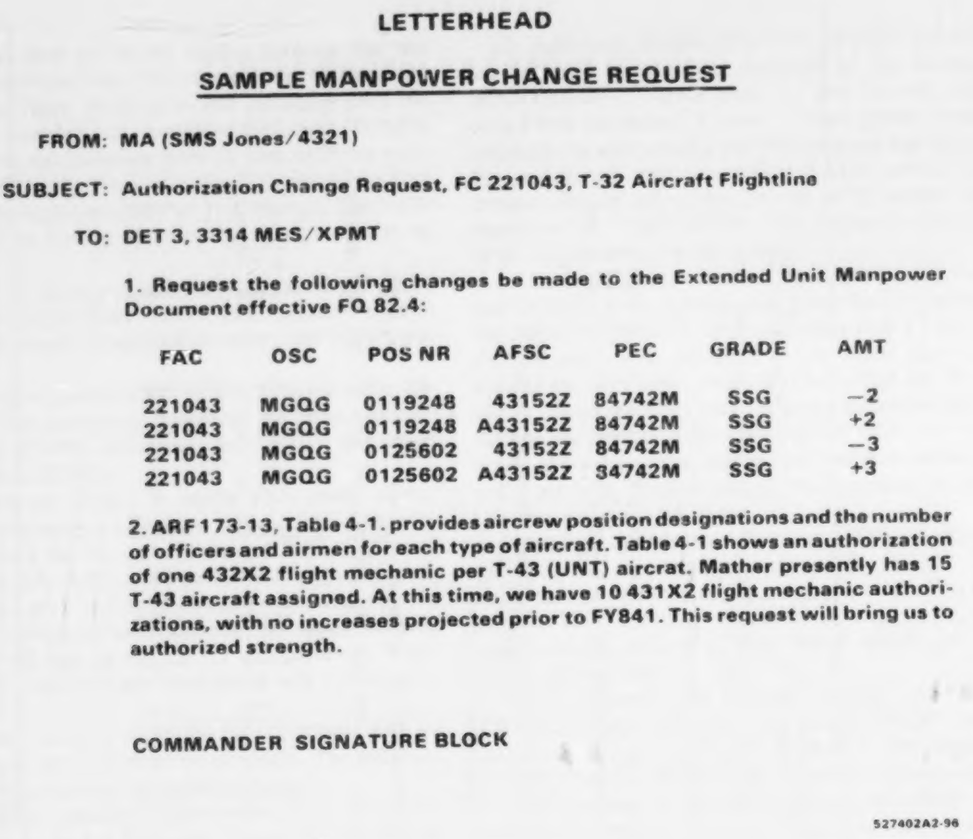
Figure 1-1. Manpower standards study measurements plan.



LETTERHEAD

**SAMPLE MANPOWER CHANGE REQUEST**

FROM: MA (SMS Jones/4321)

SUBJECT: Authorization Change Request, FC 221043, T-32 Aircraft Flightline

TO: DET 3, 3314 MES/XPMT

1. Request the following changes be made to the Extended Unit Manpower Document effective FQ 82.4:

| FAC | OSC | POS NR | AFSC | PEC | GRADE | AMT |
|---|---|---|---|---|---|---|
| 221043 | MGQG | 0119248 | 43152Z | 84742M | SSG | −2 |
| 221043 | MGQG | 0119248 | A43152Z | 84742M | SSG | +2 |
| 221043 | MGQG | 0125602 | 43152Z | 84742M | SSG | −3 |
| 221043 | MGQG | 0125602 | A43152Z | 34742M | SSG | +3 |

2. ARF 173-13, Table 4-1. provides aircrew position designations and the number of officers and airmen for each type of aircraft. Table 4-1 shows an authorization of one 432X2 flight mechanic per T-43 (UNT) aircrat. Mather presently has 15 T-43 aircraft assigned. At this time, we have 10 431X2 flight mechanic authorizations, with no increases projected prior to FY841. This request will bring us to authorized strength.

COMMANDER SIGNATURE BLOCK

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Figure 1-2. Sample, manpower change request.

is sent to the command MET, where it will be approved or disapproved. If it is disapproved, your local MET detachment receives a letter from MAJCOM stating why. If it is approved, your local MET detachment receives a deck of AUTODIN cards to update their master UMD and a manpower authorization change notice reflecting the change and giving an effective date (usually the first day of a future fiscal quarter). Note that the authorization does not take effect until that date, even though your request was approved earlier. The future date allows time for all records to be updated, manning resources to be put into the pipeline, budgets to be adjusted, etc., before the change is implemented. You should post these changes to your copies of UMD and file them for future reference.

**Change Request Considerations.** Generally, there can be no net increases in authorizations as a result of a change request; that is, if you begin with five authorizations, you will normally end with five authorizations within a function. Any increases will normally be recognized as deferred requirements (DR) and placed on the command DR listing for satisfaction at such time as your individual wing priority is met and trade-off authorizations are available.

You cannot request NET changes in grade or skill levels. If you begin with two Sgts, three TSgts, and one MSgt, you must end with two Sgts, three TSgts, and one MSgt. On the same token, if you begin with two 3 levels, three 5 levels, and one 7 level, you must end with two 3 levels, three 5 levels, and one 7 level. You can change grades, skill levels, and AFSCs within a function, but you must end up with the same overall totals.

Submission of authorization realignments must consider the status of manning in both functions. It is usually inappropriate to realign from a function with a large deferred requirement when there are other functions manned at 100 percent of earned manpower. Identification of trade-offs, simply because a function is large may not be appropriate, even though larger functions normally have more flexibility. Mission priority must also be considered. Generally speaking, for example, maintenance authorizations cannot be identified to fund lower priority support functions.

Let's direct our attention to how approved changes are printed.

**Authorization Change Notice (ACN).** Figure 1-3 is an example of a ACN. It will contain a change control number (CCN), transaction number (TRN), and report sequence number (RSN). All of this data is used by the MET and is really of no importance to you, with the exception of the RSN. Each ACN has this number. When a new UMD is

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PREPARED 84 MAR 26                              AUTHORIZATION CHANGE NOTICE                        PCN ST511-150
CCN: BUILDTET TRN: 810831  RSN: 20                    MAJCOM ID: OZ                         MANPOWER FILE PART: A

PAS    NR-KD-TP    DET   O/L  ILC   INSTL-LOC-NAME    ILK  ISC    OED  PSC  PSR                        CBP  CCP   MET
                                                                  832   U    V                         AU   AU    AU

     RATIONALE  REQUIRED ONLY AUTH THIS ACM ADDS TWO TSGS REQUIRED ONLY AND
                CHANGES AN EXISTING ONE FROM % TO P

                                         8  8   8   8   8   8                D C  ASF  R Y A P R D  R  F H A A M R
                                         3  4   5   6   7   8                F E  ---- S L E E P T  L  C P R R S M
OSC    FAC    POS-NR  AFSC    SEI GRD MNT 2341234123412341234123 RGR PEC    C C  OCC  C R L S I Y  A  T S T R I K  CRK

---CHANGES/DELETIONS---

MKAB   233200 0003611  42470     TSG XXXXX 1111111111111111111111 RGR:TSG PEC:27596F RSC:D YLR:2 MES:A
       233233                         R                              SET     27598F     A     3     *
    S
MKAB   233200 0003612  42450A    SGT XXXXX 4567899999999999999999 **DELETED**

---ADDITIONS---

MKAB   233200 9876543  42470     TSG RXXXX 2222222222222222222222 TSG  27598F J1      A 3             A    A S

UNIT RECAP      832  833  834  841  842  843  844  851  852  853  854  861  862  863  864  871  872  873  874  881  882  883

FUNDED REQUIREMENTS

   TSG           -1   -1   -1   -1   -1   -1   -1   -1   -1   -1   -1   -1   -1   -1   -1   -1   -1   -1   -1   -1   -1   -1
   SGT           -4   -5   -6   -7   -8   -9   -9   -9   -9   -9   -9   -9   -9   -9   -9   -9   -9   -9   -9   -9   -9   -9
   ENL TOT       -5   -6   -7   -8   -9  -10  -10  -10  -10  -10  -10  -10  -10  -10  -10  -10  -10  -10  -10  -10  -10  -10

TOTAL REQUIREMENTS

   TSG            2    2    2    2    2    2    2    2    2    2    2    2    2    2    2    2    2    2    2    2    2    2
   SGT           -4   -5   -6   -7   -8   -9   -9   -9   -9   -9   -9   -9   -9   -9   -9   -9   -9   -9   -9   -9   -9   -9
   ENL TOT       -2   -3   -4   -5   -6   -7   -7   -7   -7   -7   -7   -7   -7   -7   -7   -7   -7   -7   -7   -7   -7   -7

   TOTAL         -2   -3   -4   -5   -6   -7   -7   -7   -7   -7   -7   -7   -7   -7   -7   -7   -7   -7   -7   -7   -7   -7


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Figure 1–3. Authorization change notification (ACN).

run, all changes that are in the system between the two UMDs will be reflected here. For example, the 15 March 84 UMD shown in figure 1-4 is up to and including RSN 09; the 26 Mar 84 extended unit manpower document (EUMD) (fig. 1-5) is up to and including RSN 21 (last ACN run prior to the last EUMD run). Obviously, the RSN provides a way for you to track implementation of your change. The ACN can be viewed as having six main groupings of data as follows:

1. Heading. At the top of each page are the classification marking, preparation date, report title, product control number (PCN), Major Command Identity, and Manpower File Part.

2. Project Identification Data (PID). Located under the report preparation date on each page are the project change control number (CCN), transaction date (TRD), and report sequence number (RSN).

3. Organizational Data. A unit's PAS code, name, location, organization effective date, PAS security classification and reason, and servicing CBPO, CSC, and MET are displayed in the upper part of each page. Current, plus up to three projected PAS changes may be shown. In some instances, organizational data may not appear because there are no PAS data on file for the unit involved. When this occurs, the organizational data fields will contain only asterisks.

4. Rationale. Located under the organizational data on the first page of each ACN is the rationale. The rationale provides an explanation of the detailed changes.

5. Detail Data. Detailed authorization data are printed after the rationale on the first page of each ACN and after the organizational data on subsequent detail pages. The detail data are formatted as follows:

*a*. Control Data. Control data are the basic information needed to identify the authorizations involved and will always be printed for each record in the ACN. Data elements included are OSC, FAC, POS-NR, AFSC, SEI, GRD, MNT and manpower authorizations by fiscal quarter. OSC and FAC are reversed when the FAC option is specified.

*b*. Variable Data. Variable data are printed to the right of the manpower authorization data. These data are only printed when they are being changed or added.

*c*. Detail Grouping. Within FAC or OSC, depending upon the sort sequence specified, detailed transactions are further grouped as follows:

(1) Changes and Deletions. These transactions appear first under the heading "---CHANGES/DELETIONS---." They are displayed as follows:

(a) Changes. Changes reflect all of the old records control data on one line. Only changed data appear on the second line directly below the data element being changed. If no control data are changed, that portion of the second line is blank. If a control or variable data element is being blanked, asterisks (*) are printed below the old data. If data are being inserted into a previously blank field, the new data will appear on the second line below the blank space.

(b) Deletions. If a record is being deleted, its control data elements are printed, followed by the word "**DELETED**."

(2) Additions. Within FAC/OSC, changes and deletions are followed by additions preceded by the heading "---ADDITIONS---." Since these are new records, complete record data are shown. Variable data are printed under their respective headers, which are printed at the top of the page. If a new record contains a projected AFSC and/or SEI, it is printed directly below the current AFSC and/or SEI and identified by "**PR-AFS**." Its projected effective date (PED) is printed on the same line.

6. Recapitulations. Recaps are provided for each unit and CCN/TRN by Funded and Total Requirements. Only the authorizations with an X (Authorized and Required) in the first position of the MNT are recapped under the title Funded Requirements. Both X (Authorized and Required) and R (Required Only) are recapped under the title Total Recaps. Recaps are further provided by authorized military grade abbreviation for officer and enlisted authorizations and fund code civilian authorization/civilian employment category group for civilians.

**Manning Assistance Request.** This document is prepared in accordance with AFR 39-11, ***Airman Assignments***, and your command supplement. You use it to request TDY manning assistance or augmentation when your manning falls to a level below which you can no longer do your mission.

These requests are routed through the servicing CBPO/DPMUM directly to MAJCOM/DP with an information copy to your numbered Air Force. The CBPO/DPMUM reviews the requests against command average manning in the specialty requested. Only requests that can be justified or seem to warrant consideration are sent to MAJCOM/DP. Each request contains the following information in the sequence listed:

(1) Reason for TDY (manning shortage, mission surge, etc.).

(2) Desired in-place date (for example, date manning shortage will start).

(3) Number of personnel authorized/assigned and estimated present for duty (PFD) on desired in-place date.

(4) Number of personnel required by AFSC.

(5) Grand total of personnel required.

(6) Duration of TDY (Note the 91-day tour length limit and minimum notification policy).

(7) Functional account code and duty title.

(8) Security clearance requirements.

(9) Equipment qualifications, if applicable.

(10) HRP/PRP (human reliability program/personnel reliability program) requirements, if applicable.

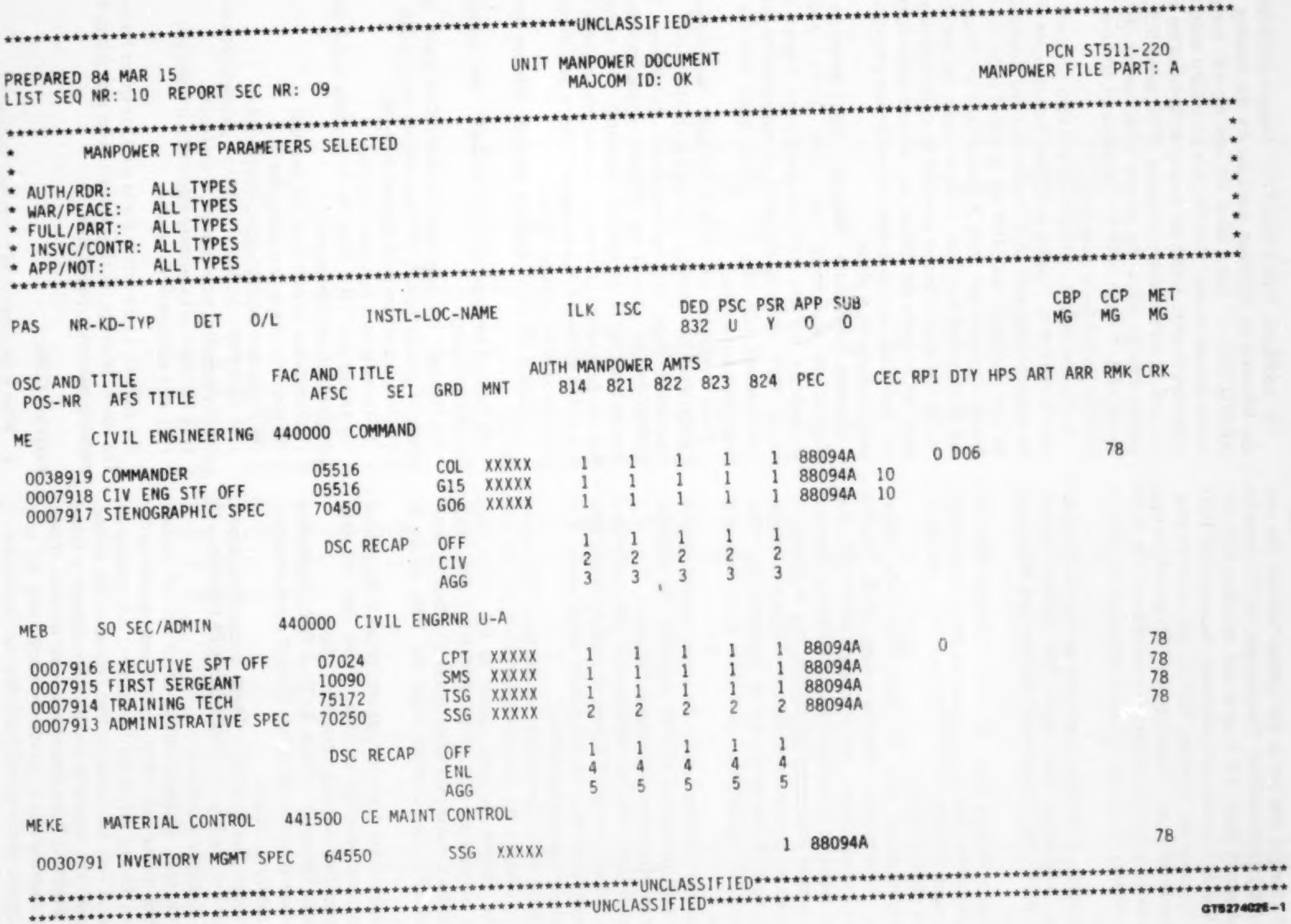
(11) SEI (special experience identifier), if applicable.

(12) Any additional comments.

See AFR 39-11 for details if you want to explore further. The above, however, is all you need to do your job in the manning assistance request area.

**Exercises (200):**

1. What is the purpose of manpower standards?



```
***************************************************UNCLASSIFIED****************************************************
                                                                                                    PCN ST511-220
PREPARED 84 MAR 15                           UNIT MANPOWER DOCUMENT                     MANPOWER FILE PART: A
LIST SEQ NR: 10  REPORT SEC NR: 09                  MAJCOM ID: OK
*********************************************************************************************************************
*       MANPOWER TYPE PARAMETERS SELECTED                                                                           *
*                                                                                                                   *
* AUTH/RDR:     ALL TYPES                                                                                           *
* WAR/PEACE:    ALL TYPES                                                                                           *
* FULL/PART:    ALL TYPES                                                                                           *
* INSVC/CONTR:  ALL TYPES                                                                                           *
* APP/NOT:      ALL TYPES                                                                                           *
*********************************************************************************************************************

                                                                                              CBP  CCP  MET
PAS   NR-KD-TYP    DET   O/L          INSTL-LOC-NAME       ILK  ISC    DED PSC PSR APP SUB    MG   MG   MG
                                                                       832  U   Y   0   0

                                                     AUTH MANPOWER AMTS
OSC AND TITLE                   FAC AND TITLE                                                   
 POS-NR   AFS TITLE                AFSC    SEI  GRD  MNT    814  821  822  823  824  PEC     CEC RPI DTY HPS ART ARR RMK CRK

ME      CIVIL ENGINEERING  440000  COMMAND

 0038919 COMMANDER                05516         COL  XXXXX   1    1    1    1    1  88094A       0 D06           78
 0007918 CIV ENG STF OFF          05516         G15  XXXXX   1    1    1    1    1  88094A  10
 0007917 STENOGRAPHIC SPEC        70450         G06  XXXXX   1    1    1    1    1  88094A  10

                               DSC RECAP   OFF               1    1    1    1    1
                                           CIV               2    2    2    2    2
                                           AGG               3    3    3    3    3

MEB     SQ SEC/ADMIN         440000  CIVIL ENGRNR U-A

 0007916 EXECUTIVE SPT OFF        07024         CPT  XXXXX   1    1    1    1    1  88094A       0                  78
 0007915 FIRST SERGEANT           10090         SMS  XXXXX   1    1    1    1    1  88094A                          78
 0007914 TRAINING TECH            75172         TSG  XXXXX   1    1    1    1    1  88094A                          78
 0007913 ADMINISTRATIVE SPEC      70250         SSG  XXXXX   2    2    2    2    2  88094A                          78

                               DSC RECAP   OFF               1    1    1    1    1
                                           ENL               4    4    4    4    4
                                           AGG               5    5    5    5    5

MEKE    MATERIAL CONTROL    441500  CE MAINT CONTROL

 0030791 INVENTORY MGMT SPEC     64550          SSG  XXXXX                          1  88094A                          78
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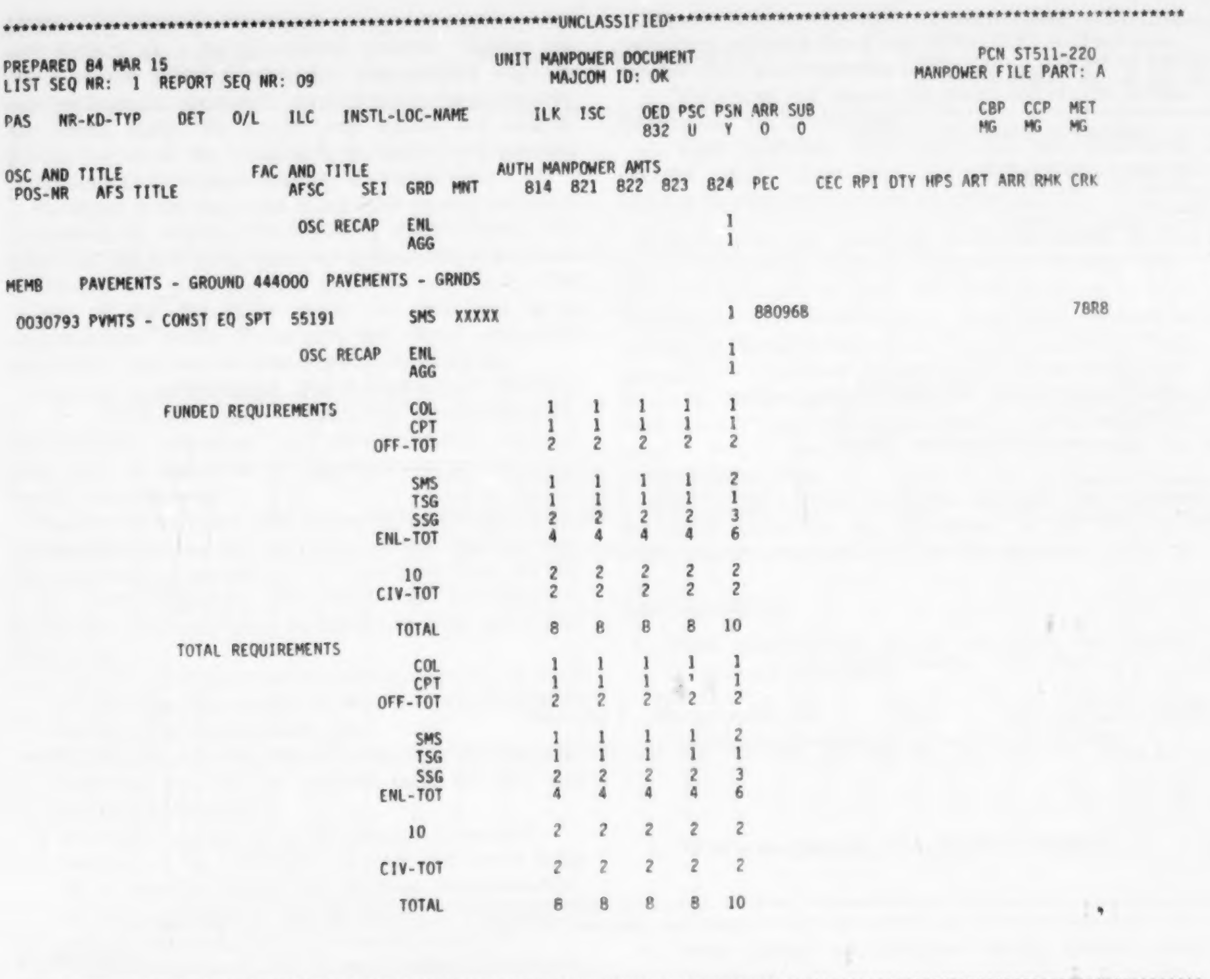
Figure 1–4. Unit manpower document (UMD).



```
************************************************************UNCLASSIFIED******************************************************

PREPARED 84 MAR 15                                        UNIT MANPOWER DOCUMENT                               PCN ST511-220
LIST SEQ NR:  1  REPORT SEQ NR: 09                              MAJCOM ID: OK                               MANPOWER FILE PART: A

PAS   NR-KD-TYP    DET    O/L    ILC    INSTL-LOC-NAME        ILK  ISC    OED PSC PSN ARR SUB                  CBP   CCP   MET
                                                                          832  U   Y   0   0                   MG    MG    MG

OSC AND TITLE                  FAC AND TITLE              AUTH MANPOWER AMTS
 POS-NR   AFS TITLE                AFSC     SEI  GRD  MNT    814  821  822  823  824  PEC    CEC RPI DTY HPS ART ARR RHK CRK

                                   OSC RECAP     ENL                                  1
                                                 AGG                                  1

MEMB    PAVEMENTS - GROUND 444000  PAVEMENTS - GRNDS

 0030793 PVMTS - CONST EQ SPT  55191         SMS  XXXXX                               1  88096B                             78R8

                                   OSC RECAP     ENL                                  1
                                                 AGG                                  1

                      FUNDED REQUIREMENTS        COL          1    1    1    1    1
                                                 CPT          1    1    1    1    1
                                             OFF-TOT          2    2    2    2    2

                                                 SMS          1    1    1    1    2
                                                 TSG          1    1    1    1    1
                                                 SSG          2    2    2    2    3
                                             ENL-TOT          4    4    4    4    6

                                                  10          2    2    2    2    2
                                             CIV-TOT          2    2    2    2    2

                                               TOTAL          8    8    8    8   10
                       TOTAL REQUIREMENTS
                                                 COL          1    1    1    1    1
                                                 CPT          1    1    1    1    1
                                             OFF-TOT          2    2    2    2    2

                                                 SMS          1    1    1    1    2
                                                 TSG          1    1    1    1    1
                                                 SSG          2    2    2    2    3
                                             ENL-TOT          4    4    4    4    6

                                                  10          2    2    2    2    2

                                             CIV-TOT          2    2    2    2    2

                                               TOTAL          8    8    8    8   10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GT527402E-10

Figure 1-4. Unit manpower document (UMD) (contd).

2. Name and briefly describe the types of manpower standards.

3. How do manpower change requests affect the unit manpower document?

4. Who signs a manpower change request prior to submission to the local MET?

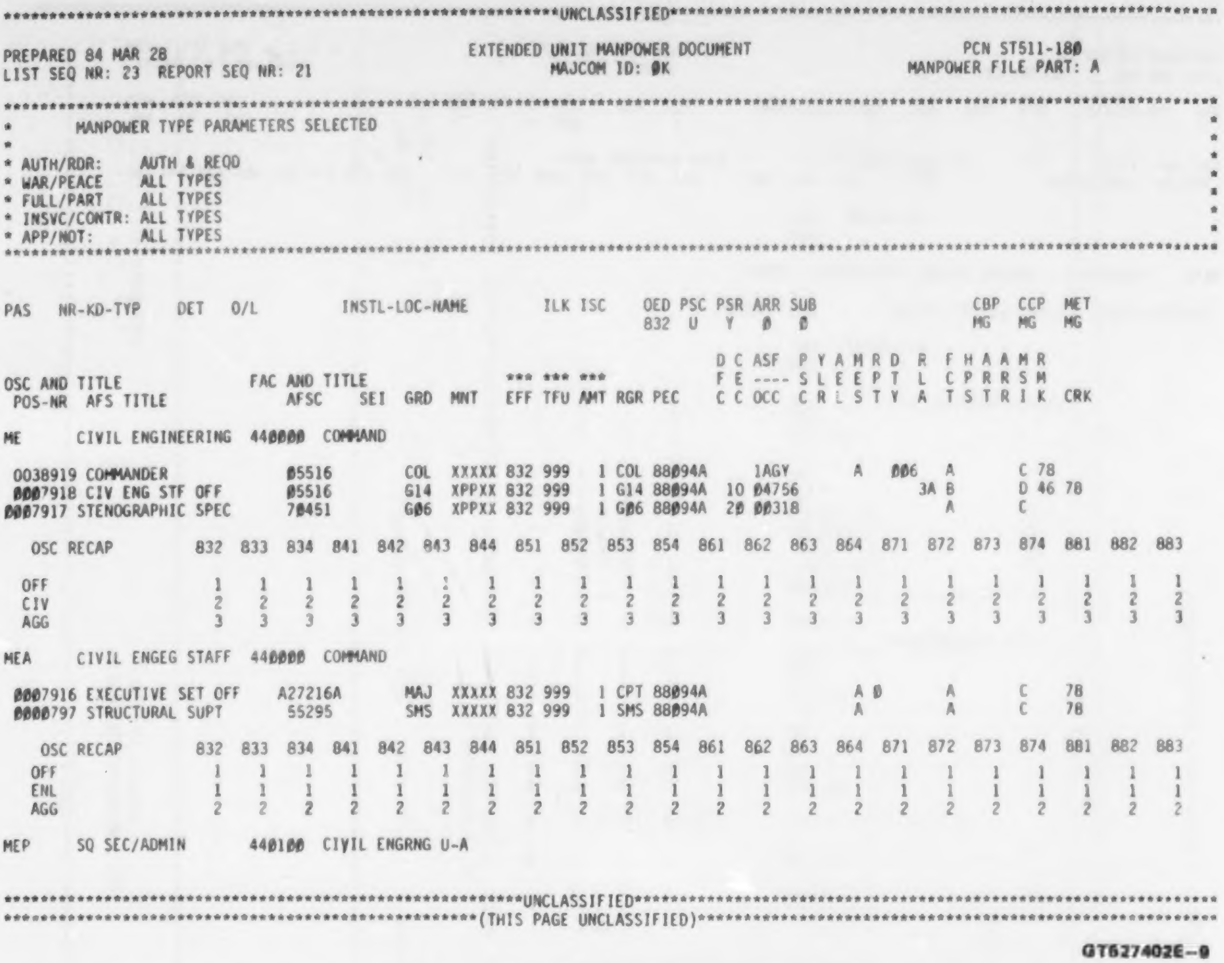
5. How are authorization increases normally identified?

6. What must manpower change requests that address authorization realignments consider?

7. What is the title of an approved change request?

8. What are the main groupings of data provided on an approved change request?

9. State the purpose of a manning assistance request and how it affects the UMD.



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*************************************************************UNCLASSIFIED*************************************************************

PREPARED 84 MAR 28                                 EXTENDED UNIT MANPOWER DOCUMENT                     PCN ST511-180
LIST SEQ NR: 23  REPORT SEQ NR: 21                          MAJCOM ID: 0K                          MANPOWER FILE PART: A

**************************************************************************************************************************************
*      MANPOWER TYPE PARAMETERS SELECTED                                                                                             *
*                                                                                                                                    *
* AUTH/RDR:     AUTH & REQD                                                                                                          *
* WAR/PEACE     ALL TYPES                                                                                                            *
* FULL/PART     ALL TYPES                                                                                                            *
* INSVC/CONTR:  ALL TYPES                                                                                                            *
* APP/NOT:      ALL TYPES                                                                                                            *
**************************************************************************************************************************************

PAS   NR-KD-TYP    DET   O/L         INSTL-LOC-NAME       ILK ISC   OED PSC PSR ARR SUB                  CBP  CCP  MET
                                                                    832  U   Y   0   0                   MG   MG   MG

                                                                              D C ASF  P Y A M R D  R  F H A A M R
OSC AND TITLE              FAC AND TITLE                *** *** ***           F E ---- S L E E P T  L  C P R R S M
 POS-NR  AFS TITLE             AFSC    SEI  GRD  MNT    EFF TFU AMT RGR PEC   C C OCC  C R L S T Y  A  T S T R I K  CRK

ME     CIVIL ENGINEERING  440000  COMMAND

 0038919 COMMANDER             05516        COL  XXXXX 832 999   1 COL 88094A    1AGY      A   006  A      C 78
 0007918 CIV ENG STF OFF       05516        G14  XPPXX 832 999   1 G14 88094A  10 04756            3A B      D 46 78
0007917 STENOGRAPHIC SPEC      70451        G06  XPPXX 832 999   1 G06 88094A  20 00318               A      C

  OSC RECAP           832  833  834  841  842  843  844  851  852  853  854  861  862  863  864  871  872  873  874  881  882  883

 OFF                    1    1    1    1    1    1    1    1    1    1    1    1    1    1    1    1    1    1    1    1    1    1
 CIV                    2    2    2    2    2    2    2    2    2    2    2    2    2    2    2    2    2    2    2    2    2    2
 AGG                    3    3    3    3    3    3    3    3    3    3    3    3    3    3    3    3    3    3    3    3    3    3

MEA    CIVIL ENGEG STAFF  440000  COMMAND

 0007916 EXECUTIVE SET OFF    A27216A       MAJ  XXXXX 832 999   1 CPT 88094A                  A 0        A      C    78
 0000797 STRUCTURAL SUPT       55295        SMS  XXXXX 832 999   1 SMS 88094A                  A          A      C    78

   OSC RECAP          832  833  834  841  842  843  844  851  852  853  854  861  862  863  864  871  872  873  874  881  882  883
  OFF                   1    1    1    1    1    1    1    1    1    1    1    1    1    1    1    1    1    1    1    1    1    1
  ENL                   1    1    1    1    1    1    1    1    1    1    1    1    1    1    1    1    1    1    1    1    1    1
  AGG                   2    2    2    2    2    2    2    2    2    2    2    2    2    2    2    2    2    2    2    2    2    2

MEP    SQ SEC/ADMIN       440100  CIVIL ENGRNG U-A

*********************************************************UNCLASSIFIED*****************************************************************
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Figure 1–5. Extended unit manpower document (EUMD).

10. What is the routing of manning assistance requests?

11. How are manpower authorizations gained?

12. How are manpower authorizations allocated to workcenters?

13. Who has the final approval authority on manpower change requests?

14. What is the purpose for the future dates on approved change requests?

15. What is the purpose of the report sequence number?

### 201. Specify the management engineering team (MET) study process.

Before you request a MET study, make sure the facts indicate a need. You should check with production analysis to verify workload data, CBPO to obtain assigned personnel availability and command manning averages, and the requesting unit workcenter(s) to establish a point of contact, cross check all your information, etc.

Once you've verified the need to the best of your ability, draft your letter for the wing commander's signature after coordination through your directorate.

Before beginning the formal study, your MET will do a feasibility study and plan a general study.

**Feasibility Study.** A feasibility study forms the framework for manpower standards development and productivity enhancement studies (manpower studies). It is best defined as a decisionmaking process. During this phase of the study process, the management engineer chooses from the alternative cause of action for conducting the formal study. He or she will collect and analyze information about the function to be studied and compare the findings to the requirements for the formal study.

Variations in the way most of our units operate precludes a standardized, step-by-step feasibility study process. It is important that you understand that a feasibility study must be flexible and often requires repetitive procedures. The results of the feasibility study are recorded in a memorandum, which documents the facts, establishes conclusions, and sets milestones for the formal study.

**General Study Planning.** The purpose of this planning is to document study objectives, responsibilities, requirements, milestones, and cost estimates. Specific areas that are identified for improvement are described during study planning.

Planning efforts range from the use of highly detailed and complex procedures to a simplified, abbreviated process. The measurement approach to be used must relate directly to the study objectives. The discussions are based on information obtained during the feasibility study and factors such as the:

- Complexity of the function (unit/workcenter). A more complex function may need more research to properly design a final measurement plan.
- Size of the unit/workcenter, the number of manpower authorizations, and the number, range of sizes, and diversity of locations.
- Potential scope and use of the manpower standard.
- Stability of the workcenter. A long term costly study of a function subject to frequent reorganization, significant changes in type or volume of workload, or shifts in responsibilities is not usually warranted.
- Degree of standardization in organization, procedures, equipment, and layout in the workcenter. The measurement methods used to build an engineered standard require a level of precision difficult to achieve unless the function is standardized.

After the MET has completed the feasibility study and generally planned the formal study, they will document the data in a study memorandum. This memorandum sets the parameters for either a manpower standards development or a productivity enhancement study (manpower study).

**Study Memorandum.** The study memorandum is a documented agreement between your unit and the MET. A guide for the format of the memorandum is shown in figure 1-6. Specific requirements of your unit may dictate changes to the format; however, the content of the memorandum must cover all the indicated items.

This memorandum will initiate the formal study. It will cover the following:

*a*. Objectives. The memorandum will state in clear, concise terms the objectives of the study, and identify specific areas that will be studied for potential productivity improvements or specific workcenters for which manpower standards will be developed.

Responsibilities. Specific responsibilities of each participant including functional OPRs, MET staff agencies, the lead team, and supporting METs will be stated.

*c*. Milestones. All major milestones and critical events for the study will be identified.

*d*. Cost estimates. Each study will have associated resource costs. These cost estimates aid in choosing between the alternative courses of action.

From time to time during the study, depending on the type of study and method used to gather information, MET personnel may have to spend considerable time at the unit workcenters. This requirement is for only one purpose: to accomplish the tasks necessary to complete the study. Work measurement studies are documented by manhours required to do the defined tasks within the workcenters. Certain work measurement techniques; that is, work sampling, involve actual observation of individuals during the performance of work.

Your Unit/MAJCOM functional manager will analyze the study results at the conclusion of the standards development or manpower study before approval.

**Exercises (201):**

1. What agencies/units should you check with before requesting a MET study?

2. List the components of the MET study process.

3. What is the purpose of the feasibility study?

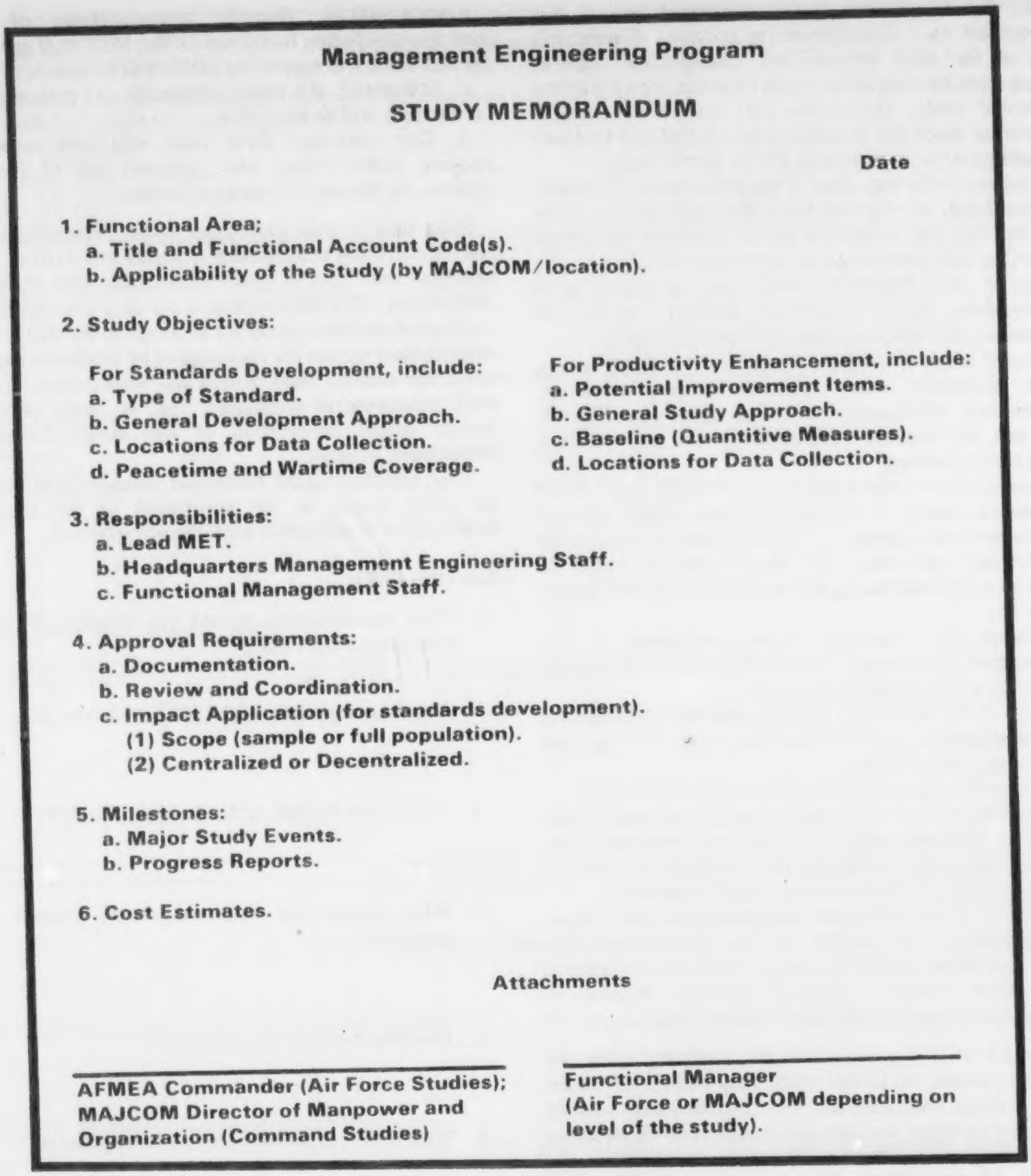
4. What factors are analyzed during general study planning?

5. Describe the study memorandum.

6. What is the purpose for general study planning?

7. What sets the parameters for either a manpower standards development or a productivity enhancement study?

8. What does the study memorandum cover?



**Management Engineering Program**

**STUDY MEMORANDUM**

**Date**

1. Functional Area;
   a. Title and Functional Account Code(s).
   b. Applicability of the Study (by MAJCOM/location).

2. Study Objectives:

| For Standards Development, include: | For Productivity Enhancement, include: |
|---|---|
| a. Type of Standard. | a. Potential Improvement Items. |
| b. General Development Approach. | b. General Study Approach. |
| c. Locations for Data Collection. | c. Baseline (Quantitive Measures). |
| d. Peacetime and Wartime Coverage. | d. Locations for Data Collection. |

3. Responsibilities:
   a. Lead MET.
   b. Headquarters Management Engineering Staff.
   c. Functional Management Staff.

4. Approval Requirements:
   a. Documentation.
   b. Review and Coordination.
   c. Impact Application (for standards development).
      (1) Scope (sample or full population).
      (2) Centralized or Decentralized.

5. Milestones:
   a. Major Study Events.
   b. Progress Reports.

6. Cost Estimates.

Attachments

AFMEA Commander (Air Force Studies);
MAJCOM Director of Manpower and
Organization (Command Studies)

Functional Manager
(Air Force or MAJCOM depending on
level of the study).

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Figure 1-6. Study memorandum format.

## 1-2. Authorization Documents

As mentioned in the previous section, the UMD and UPMR are the two primary personnel authorization documents. All of our personnel management actions must be within the parameters of these two documents.

This section of study will describe these documents in detail. We will discuss the purpose, format, and uses of the UMD, UPMR, and personnel assignment briefs.

**202. State the purpose of and the procedures for implementing and changing the unit manpower document (UPMR), and personnel assignment briefs.**

**Unit Manpower Document (UMD).** The format for the UMD is shown in figure 1-4. The UMD is an abbreviated version of the extended unit manpower document (EUMD) (shown in fig. 1-5). It contains limited manpower authorization data and 5 fiscal quarters of manpower authorizations. The EUMD contains all data elements of the manpower data file (MDF), including 22 fiscal quarters of manpower authorizations. The EUMD is designed for MET use while the UND is intended for other functional users where limited data is usually sufficient. However, any UMD user can request either format.

The data on the unit manpower document are sorted by manpower file part, installation or location indicator, organization number, organization nomenclature, organization type, detachment number, operating location number, organizational structure code (OSC), functional account code (FAC), grade sequence, Air Force specialty prefix, program element code (PEC), and position number. Authorizations are shown in columnar form for 5 fiscal quarters beginning with the current quarter. Projected AFSCs and special experience identifiers (SEI) are displayed as "PR–AFS" with the projected AFSCs and SEIs on a separate line with the projected AFS title and SEI reflected below the AFS title and SEI headers. Recaps of the authorizations are printed following each organizational structure and unit.

The following explanations of the codes that are used on the UMD will assist you in interpreting and evaluating the document.

*PAS (personnel accounting symbol).* An eight character alpha/numeric code designated for manpower/personnel accounting. Each unit must have its own PAS code. The first four characters designate the base and MAJCOM. The last four designate the unit and are the only four that appear on the UMD (that is, PAS code for USAF Hospital, Mather is FCCD).

*NR (organization number).* A numeric designation to separately identify like type units. Numbers for MAJCOM units are assigned by the MAJCOM within blocks of numbers authorized by HQ USAF as published in AFR 26–2, *Organization Policy and Guidance*.

*KD (organization kind).* Identifies the authorized nomenclature for both numbered and unnumbered USAF units. Air Force regulations in the 20 series prescribe policy for selecting the appropriate nomenclature for Air Force organizations (that is, HVY).

*TYP (organization type).* Identifies the type of organization being reported (that is, Division, Wg, Gp, Sq).

*DET (detachment designator if applicable).* A numeric designation to identify detachments of units separated from their parent unit.

*O/L (operating location).* Alpha/numeric designator of an OL operating separately from their parent unit.

*ILC (installation or location indicator).* A five character (alpha) code used to identify the installation or location (that is, PLXL for Mather AFB).

ILN (installation location name). The title of a recognized place/installation (that is, Mather, Fairchild, Williams).

*ILK (installation kind).* Identifies an installation on the basis of general use and/or purpose (that is, Air Base, Depot, Naval Air Station, etc.).

*ISC (installation state location).* Identifies the state or location of the base (that is, Georgia, Washington, California).

*OED (organization effective date).* The fiscal year and quarter that the product effects (that is, 854).

*PSC (security classification).* The security classification of the organization (that is, U-unclassified).

*PSR.* The reason for classification of the organization (that is, not applicable).

*ARR.* Air Reserve forces identity.

*CBP (host CBPO code).* The first two characters of the PAS code (that is, CH for Castle AFB).

*MET (management engineering team).* A two character (alpha) code that identifies the servicing MET (that is, ME for ATC MET at Mather).

*OSC and Title (organizational structure code).* A 2–7 character (alpha) designator that identifies the internal organizational structure of a unit. The fewer the numbers of characters the higher echelon placement of that function within the unit (that is, AA-Commander; AAA-Vice Commander).

*FAC and Title (functional account code ).* A 4–4 character (alpha/numeric) code that identifies a grouping of tasks (that is, 1010-Command; 16XX-Personnel; 2XXX-Maintenance).

*POS NR (position number).* Every authorization in the UMD is controlled by a position number. All officer authorizations are assigned one each to each position number. Enlisted and civilian authorizations may be assigned a maximum of nine authorizations to a position number.

*AFS Title (Air Force specialty code title).* The title of the AFSC as listed in AFR 36–1, *Officer Classification,* or 39–1. This code can be overridden by the use of an AF or command duty title code (see DTY code below).

*AFSC (Air Force specialty code).* The AFSC number as listed in AFR 36–1 or 39–1. The AFSC can also be reflected with or without prefixes/suffixes when applicable.

*SEI (special experience identifier).* The SEI is used to complement, not replace, AFSCs, CEM codes, SDIs, RIs, prefixes and suffixes in achieving greater experience and training and to assist in the rapid identification of special resources in support of unusual or changing situations.

*GRD (grade)*. The authorized grade for that position.

*EFF/TRU (effective and through)*. The effective and through dates for an authorization. This is reflected in fiscal year quarters (that is, 824). If the TRU reflects a 999 it indicates an indefinite authorization.

*AMT (amount)*. The number of authorizations allocated to that position number (that is, 1 for officer; 1–9 for enlisted and/or civilian).

*MNT (manpower type)*. A five character (alpha) code that identifies the type/reason for the authorization. The breakout below defines each position of this code.

| *Digit* | *Manpower Type* | *Alternatives* | *Code* |
|---|---|---|---|
| 1st | Authorized/Required | Authorized and Required | X |
| 2d | Wartime/Peacetime | Peacetime Only | P |
| | | Wartime Only-in Place | I |
| | | Wartime Only-in deployable | W |
| | | Wartime and Peacetime-in Place | X |
| | | Wartime and Peacetime-deployable | W |
| 3d | Full-time/Part-time | Full-Time | X |
| 4th | Inservice/Contract | Inservice | X |
| | | Contract | C |
| 5th | Appropriated/Nonappropriated | Appropriated | X |
| | | Nonappropriated-NAF | N |
| | | Nonappropriated-Deutschmark | D |

*RGR (required grade)*. The required grade for that authorization based on a manpower standard.

*PEC (program element code)*. A subdivision of programmed cost data, related to a weapon system or support function as shown in the USAF force and financial programs. Each manpower authorization will be identified as belonging to a special program element using the PEC number.

*FCC (civilan fund code)*. Funding code for civilian authorizations.

*CEC*. Civilian category (1-general schedule; 2-wage scale).

*ASF (academic specialty field)*. The academic education requirements in terms of a major academic field, specialization within a field,or subspecialization within a field.

*OCC*. Occupational series code for civilian authorizations only (that is, 99999).

*PMC*. Required professional military course.

TRS. Advanced degree professional military education required.

*AEL*. Academic education level required for the ASF code (that is, P-masters degree requirement; R-PhD requirement).

*MES*. Military essentiality requirement.

*RPI (rated position identifier)*. This code is applicable to rated officer authorizations only.

*DTY (duty title code)*. This is a 3-character numeric code with a title attached that will override the AFS title (that is, 083-commander; 063-chief).

*RLA*. Foreign language identity requirement when applicable.

*FCT (functional category)*. The relationship of a position to the mission of the unit.

*HPS (human/personnel reliability/SSIR)*. Indicates whether the position is under this program or not.

*ART*. Air Reserve technician identification.

*MSI (manpower standard indicator)*. The type of manpower standard used in the determination of each manpower authorization.

*RMK (Air Force manpower remark)*. Identifies authorizations used to do a task not adequately defined by other manpower data.

*CRK (command manpower remark)*. Identifies authorizations used to do a task not adequately defined by other manpower data.

These codes explain all the data portrayed on the UMD. Apply the provided explanation of the codes to the example of the UMD in figure 1-4.

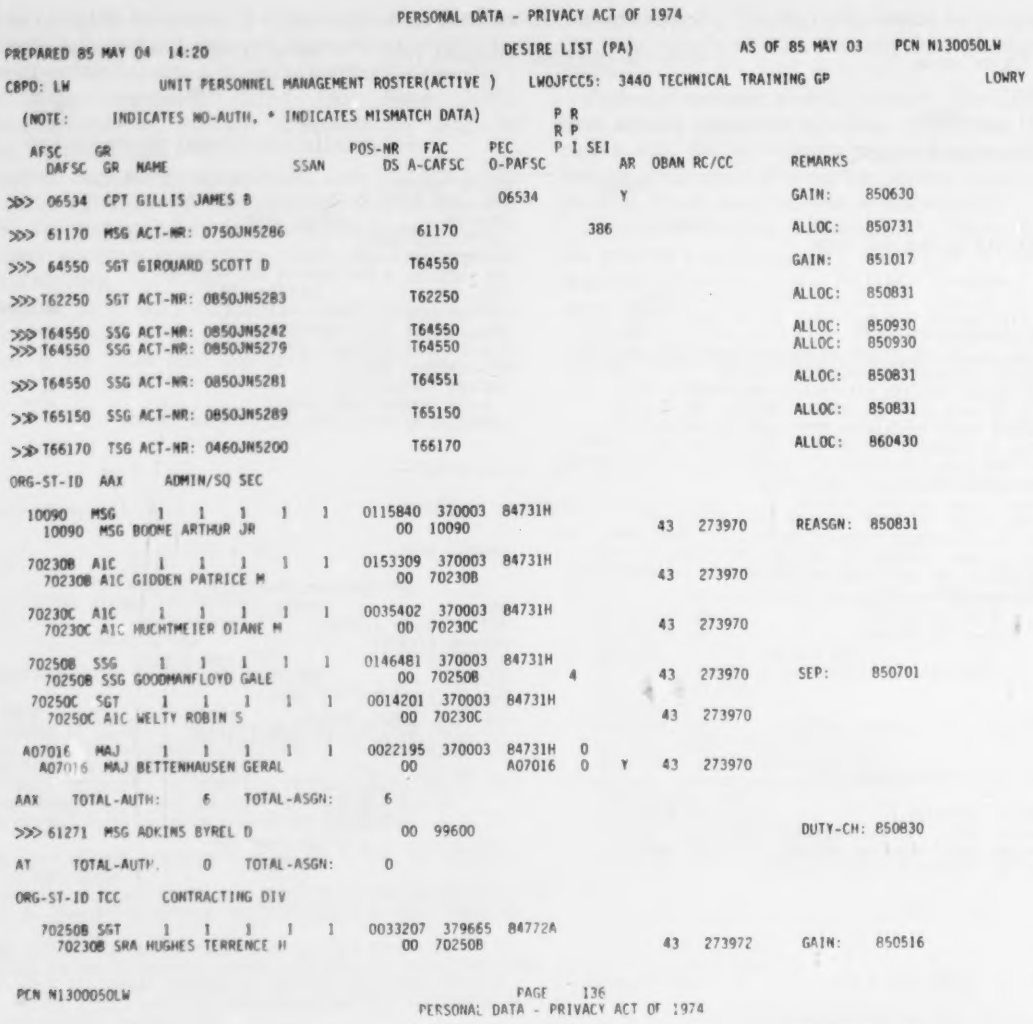
**Unit Personnel Management Roster (UPMR).** Figure 1-7 is an example of the format of the UPMR. This document provides the unit commander with authorized positions, changes to those positions, and the identity of personnel filling those positions. The product also provides information on projected accessions, gains, losses, retirements, separations, and rotations from overseas.

The UPMR is sorted by authorized grade, within an authorized AFSC, within organizational structure or functional account code. All unit personnel, whether assigned or projected to an authorized position, are reflected on the product. CBPO/DPMUM (manning control unit) produces the UPMP in six copies. DPMUM keeps one copy and distributes the remaining five copies to the unit.

We use this product to ensure personnel are assigned to proper positions. It is also used to project inbounds and to ensure DPMUM places projected gains in proper positions. Mismatches in grade, AFSC, SEI, and PRP/SCI status are narratively displayed if:

- The assigned grade is higher than the authorized grade.
- The assigned AFSC is a higher skill level or an entirely different AFSC than the one authorized.
- The duty SEI for active duty officers or control AFSC (CAFSC) SEI for enlisted is different from the authorized SEI.

Corrections to the UPMR are made by submitting "P" series orders or AF Forms 2095/2096 per AFM 30–130, *Base Level Military Personnel System*, Chapter 3, for assigned personnel or by telephone or correspondence for



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                                  PERSONAL DATA - PRIVACY ACT OF 1974

PREPARED 85 MAY 04  14:20                       DESIRE LIST (PA)          AS OF 85 MAY 03   PCN N130050LW

CBPO: LW        UNIT PERSONNEL MANAGEMENT ROSTER(ACTIVE )  LWOJFCC5:  3440 TECHNICAL TRAINING GP            LOWRY

 (NOTE:    INDICATES NO-AUTH, * INDICATES MISMATCH DATA)         P R
                                                                 R P
  AFSC    GR                              POS-NR   FAC     PEC   P I SEI
    DAFSC  GR  NAME                SSAN      DS A-CAFSC  O-PAFSC        AR  OBAN RC/CC        REMARKS

>>> 06534  CPT GILLIS JAMES B                          06534           Y                    GAIN:   850630

>>> 61170  MSG ACT-NR: 0750JN5286              61170             386                        ALLOC:  850731

>>> 64550  SGT GIROUARD SCOTT D                T64550                                       GAIN:   851017

>>>T62250  SGT ACT-NR: 0850JN5283              T62250                                       ALLOC:  850831

>>>T64550  SSG ACT-NR: 0850JN5242              T64550                                       ALLOC:  850930
>>>T64550  SSG ACT-NR: 0850JN5279              T64550                                       ALLOC:  850930

>>>T64550  SSG ACT-NR: 0850JN5281              T64551                                       ALLOC:  850831

>>>T65150  SSG ACT-NR: 0850JN5289              T65150                                       ALLOC:  850831

>>>T66170  TSG ACT-NR: 0460JN5200              T66170                                       ALLOC:  860430

ORG-ST-ID  AAX    ADMIN/SQ SEC

  10090   MSG     1    1    1    1    1    0115840  370003  84731H
    10090  MSG BOONE ARTHUR JR                   00  10090                     43   273970  REASGN: 850831

  70230B  A1C     1    1    1    1    1    0153309  370003  84731H
    70230B A1C GIDDEN PATRICE M                  00  70230B                    43   273970

  70230C  A1C     1    1    1    1    1    0035402  370003  84731H
    70230C A1C HUCHTMEIER DIANE M                00  70230C                    43   273970

  70250B  SSG     1    1    1    1    1    0146481  370003  84731H
    70250B SSG GOODMANFLOYD GALE                 00  70250B        4           43   273970  SEP:    850701
   70250C  SGT    1    1    1    1    1    0014201  370003  84731H
    70250C A1C WELTY ROBIN S                     00  70230C                    43   273970

  A07016   MAJ    1    1    1    1    1    0022195  370003  84731H  0
   A07016  MAJ BETTENHAUSEN GERAL                00               A07016  0   Y  43   273970

AAX    TOTAL-AUTH:    6    TOTAL-ASGN:     6

>>> 61271  MSG ADKINS BYREL D                    00  99600                                  DUTY-CH: 850830

AT     TOTAL-AUTH.    0    TOTAL-ASGN:     0

ORG-ST-ID TCC    CONTRACTING DIV

    70250B SGT    1    1    1    1    1    0033207  379665  84772A
     70230B SRA HUGHES TERRENCE H                00  70250B                    43   273972  GAIN:   850516

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                                  PERSONAL DATA - PRIVACY ACT OF 1974
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Figure 1–7. Unit personnel management roster (UPMR).

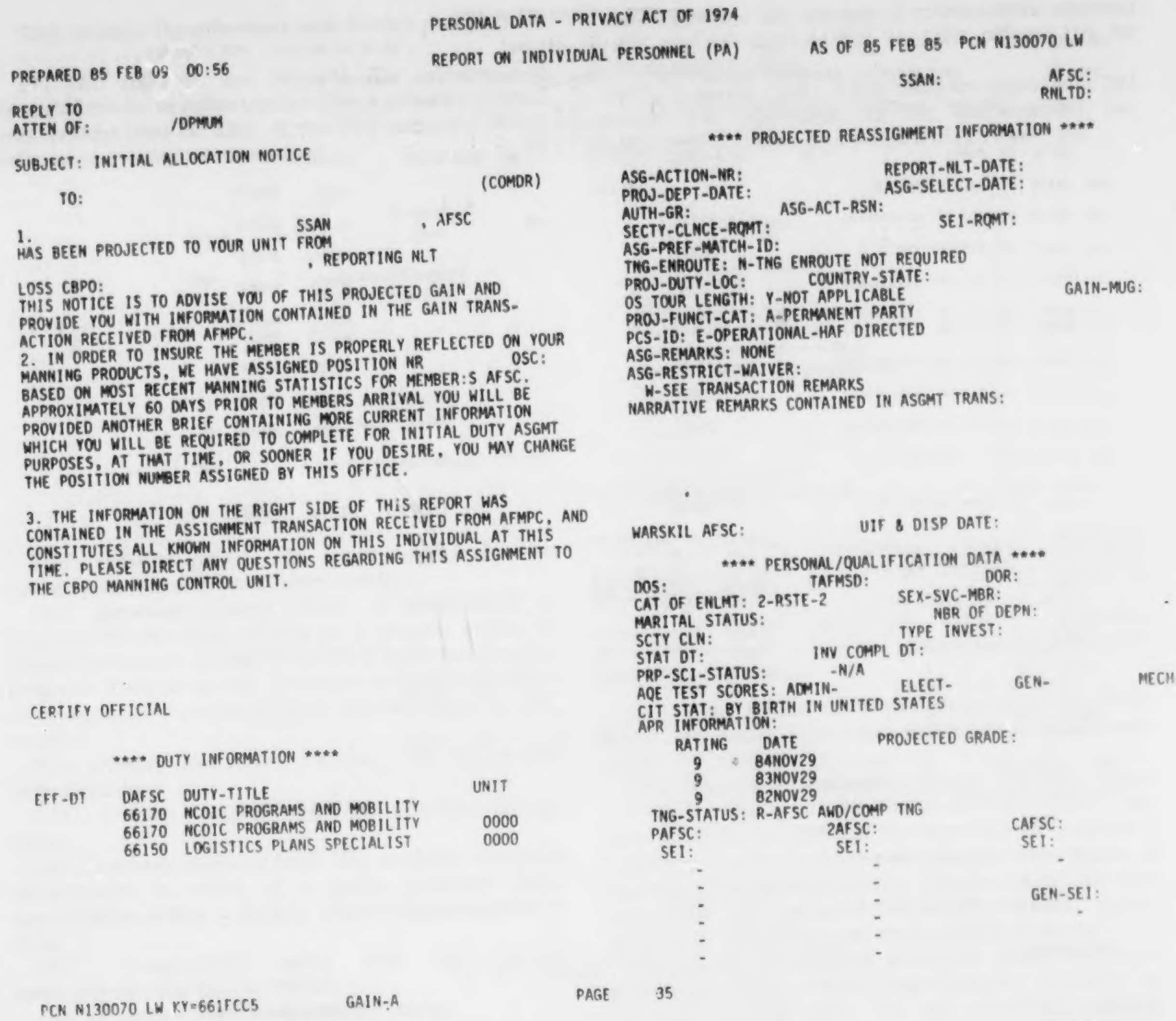
projected gains. An annotated copy of the UPMR is returned to DPMUM with the "P" series order or AF Forms 2095/2096 substantiating the change(s). This lets DPMUM compare the UPMR and manpower data file to ensure no discrepancies exist.

There are two data items that must appear on the UPMR: the operating budget account number (OBAN) and the responsibility center/cost center (RC/CC). They are displayed to support the military personnel/expense interface. If discrepancies on the UPMR are noted by the responsibility center (RC) manager, the accounting and finance office adjusts the expense charged to the unit.

**Personnel Assignment (Allocation) Brief Procedures.** The following procedures are used by CBPOs to alert the gaining unit of a projected gain, to align the projected gain against a valid manpower authorization, and to facilitate timely, accurate input of the projected duty information prior to the member's arrival.

***Initial allocation briefs.*** CBPO receives initial notification of a projected gain, which normally occurs several months before the member's reporting month, by receipt of an officer or airman initial allocation notice. Figure 1-8 is an example of an initial allocation notice.

The manning control unit (DPMUM) projects the inbound member into a manning position number, annotates the position number in the appropriate space on the allocation notice, and sends the notice to the member's projected unit of assignment. DPMUM projects inbound personnel into a manning position number so that the member appears on the UPMR as a projected gain. If DPMUM has difficulty projecting inbounds, they send the



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                                     PERSONAL DATA - PRIVACY ACT OF 1974
                                     REPORT ON INDIVIDUAL PERSONNEL (PA)      AS OF 85 FEB 85  PCN N130070 LW
PREPARED 85 FEB 09  00:56
                                                                                   SSAN:               AFSC:
                                                                                                       RNLTD:
REPLY TO
ATTEN OF:          /DPMUM

SUBJECT: INITIAL ALLOCATION NOTICE

                                                (COMDR)
    TO:

                              SSAN          , AFSC
1.
HAS BEEN PROJECTED TO YOUR UNIT FROM
                                   , REPORTING NLT

LOSS CBPO:
THIS NOTICE IS TO ADVISE YOU OF THIS PROJECTED GAIN AND
PROVIDE YOU WITH INFORMATION CONTAINED IN THE GAIN TRANS-
ACTION RECEIVED FROM AFMPC.
2. IN ORDER TO INSURE THE MEMBER IS PROPERLY REFLECTED ON YOUR
MANNING PRODUCTS, WE HAVE ASSIGNED POSITION NR          OSC:
BASED ON MOST RECENT MANNING STATISTICS FOR MEMBER:S AFSC.
APPROXIMATELY 60 DAYS PRIOR TO MEMBERS ARRIVAL YOU WILL BE
PROVIDED ANOTHER BRIEF CONTAINING MORE CURRENT INFORMATION
WHICH YOU WILL BE REQUIRED TO COMPLETE FOR INITIAL DUTY ASGMT
PURPOSES, AT THAT TIME, OR SOONER IF YOU DESIRE, YOU MAY CHANGE
THE POSITION NUMBER ASSIGNED BY THIS OFFICE.

3. THE INFORMATION ON THE RIGHT SIDE OF THIS REPORT WAS
CONTAINED IN THE ASSIGNMENT TRANSACTION RECEIVED FROM AFMPC, AND
CONSTITUTES ALL KNOWN INFORMATION ON THIS INDIVIDUAL AT THIS
TIME. PLEASE DIRECT ANY QUESTIONS REGARDING THIS ASSIGNMENT TO
THE CBPO MANNING CONTROL UNIT.



CERTIFY OFFICIAL


        **** DUTY INFORMATION ****
                                                  UNIT
EFF-DT    DAFSC  DUTY-TITLE
          66170  NCOIC PROGRAMS AND MOBILITY
          66170  NCOIC PROGRAMS AND MOBILITY      0000
          66150  LOGISTICS PLANS SPECIALIST       0000



                 **** PROJECTED REASSIGNMENT INFORMATION ****

ASG-ACTION-NR:                         REPORT-NLT-DATE:
PROJ-DEPT-DATE:                        ASG-SELECT-DATE:
AUTH-GR:              ASG-ACT-RSN:
SECTY-CLNCE-RQMT:                                SEI-RQMT:
ASG-PREF-MATCH-ID:
TNG-ENROUTE: N-TNG ENROUTE NOT REQUIRED
PROJ-DUTY-LOC:          COUNTRY-STATE:
OS TOUR LENGTH: Y-NOT APPLICABLE                                 GAIN-MUG:
PROJ-FUNCT-CAT: A-PERMANENT PARTY
PCS-ID: E-OPERATIONAL-HAF DIRECTED
ASG-REMARKS: NONE
ASG-RESTRICT-WAIVER:
  W-SEE TRANSACTION REMARKS
NARRATIVE REMARKS CONTAINED IN ASGMT TRANS:



WARSKIL AFSC:                UIF & DISP DATE:

          **** PERSONAL/QUALIFICATION DATA ****
DOS:                   TAFMSD:            DOR:
CAT OF ENLMT: 2-RSTE-2           SEX-SVC-MBR:
MARITAL STATUS:                       NBR OF DEPN:
SCTY CLN:                        TYPE INVEST:
STAT DT:               INV COMPL DT:
PRP-SCI-STATUS:          -N/A
AQE TEST SCORES: ADMIN-        ELECT-         GEN-           MECH-
CIT STAT: BY BIRTH IN UNITED STATES
APR INFORMATION:
    RATING    DATE            PROJECTED GRADE:
      9       84NOV29
      9       83NOV29
      9       82NOV29
 TNG-STATUS: R-AFSC AWD/COMP TNG
 PAFSC:                   2AFSC:                  CAFSC:
  SEI:                     SEI:                    SEI:
      -                    -                        -
      -                    -
      -                    -                     GEN-SEI:
      -                    -                        -
      -                    -
      -                    -
      -

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Figure 1–8. Initial allocation notice.

notice to the gaining unit for assignment of the correct position number.

The unit commander or authorized representative must review the allocation notice and the UPMR to ensure that they agree with the assignment of the member to the position determined by DPMUM. If they disagree, they will advise DPMUM of the position number to which the inbound should be projected.

The initial allocation notice provides a great deal of information pertaining to the inbound's background and experiences providing the individual has been in the military long enough. For example:

*Duty information*. The last three duty assignments are presented with the individual's duty title.

*Projected reassignment information*. Data provided in this area pertain to such things as assignment action number (AAN), report not later than date (RNLTD), security clearance requirement, and etc.

*Personal/qualification data*. The individual's date of separation (DOS), total active federal military service date (TAFMSD), date of rank (DOR), marital status, security clearance, AQE test scores, last three APRs, and etc.

***Final allocation notice***. Approximately 60 days before the projected arrival date, the individual produces a final allocation notice. DPMUM suspenses one copy of the notice for completion of the projected duty assignment data from the unit. The unit commander or authorized representative uses the UPMR and the instructions reflected below to complete the notice. It is imperative that this data is correctly reflected and promptly returned to DPMUM by the suspense date because it is used to prepare the member's initial duty assignment (IDA) (AF Form 2095, Assignment/Personnel Action). Complete the 2095 as follows: Refer to figure 1-9.

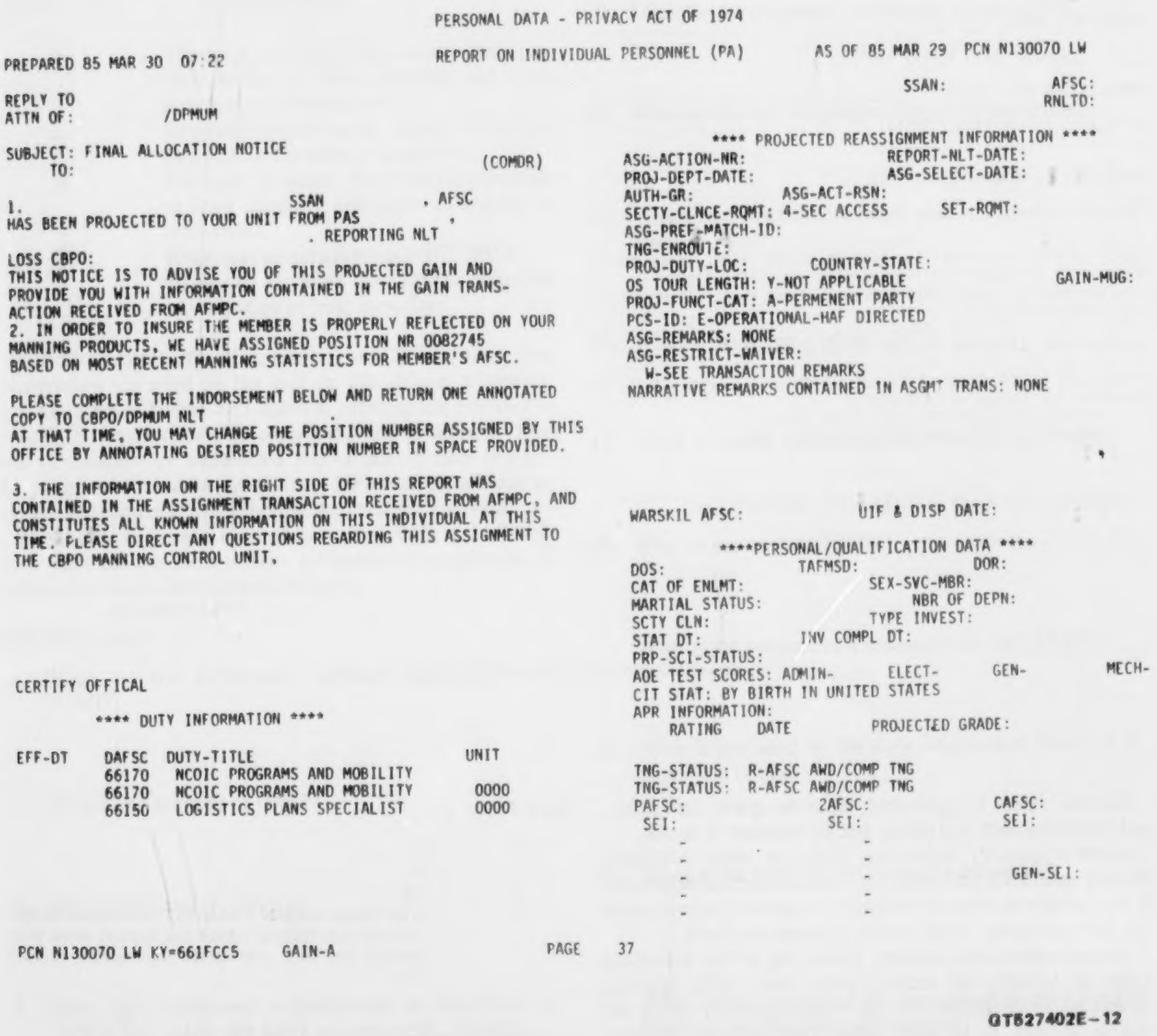
*Projected duty Air Force specialty code (DAFSC) (not required for officers)*. Get the authorized DAFSC from the UPMR. The projected duty AFSC must be identical to the authorized manning position to which the individual is assigned for duty.

*Projected duty title*. Enter the descriptive title and include command level (see AFM 30-130, Volume 2, Chapter 4 for additional guidance on duty title and command level). The duty title should be compatible with the tasks associated with the duty AFSC assigned to the position.

*Projected manning position number*. The CBPO should have already completed this item. Check the UPMR and ensure that the previously projected manning position number is still applicable and the member is assigned to that position. If not, make the change on the notice.

*Personnel reliability program (PRP)*. Enter "Code L" if the member's projected duty assignment is in a position requiring screening under PRP/SCI program; otherwise enter "N/A."

*Member's rater*. Enter the grade, last name, and SSAN of the member's rater (usually the immediate supervisor).



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                                                PERSONAL DATA - PRIVACY ACT OF 1974

PREPARED 85 MAR 30  07:22                       REPORT ON INDIVIDUAL PERSONNEL (PA)       AS OF 85 MAR 29  PCN N130070 LW

                                                                                                    SSAN:             AFSC:
REPLY TO                                                                                                              RNLTD:
ATTN OF:          /DPMUM
                                                                                **** PROJECTED REASSIGNMENT INFORMATION ****
SUBJECT: FINAL ALLOCATION NOTICE                                        ASG-ACTION-NR:                REPORT-NLT-DATE:
     TO:                                          (COMDR)               PROJ-DEPT-DATE:               ASG-SELECT-DATE:
                                                                        AUTH-GR:         ASG-ACT-RSN:
1.                                SSAN           , AFSC                 SECTY-CLNCE-RQMT: 4-SEC ACCESS      SET-RQMT:
HAS BEEN PROJECTED TO YOUR UNIT FROM PAS         ,                      ASG-PREF-MATCH-ID:
                                        . REPORTING NLT                 TNG-ENROUTE:
LOSS CBPO:                                                              PROJ-DUTY-LOC:        COUNTRY-STATE:
THIS NOTICE IS TO ADVISE YOU OF THIS PROJECTED GAIN AND                 OS TOUR LENGTH: Y-NOT APPLICABLE                 GAIN-MUG:
PROVIDE YOU WITH INFORMATION CONTAINED IN THE GAIN TRANS-               PROJ-FUNCT-CAT: A-PERMENENT PARTY
ACTION RECEIVED FROM AFMPC.                                             PCS-ID: E-OPERATIONAL-HAF DIRECTED
2. IN ORDER TO INSURE THE MEMBER IS PROPERLY REFLECTED ON YOUR          ASG-REMARKS: NONE
MANNING PRODUCTS, WE HAVE ASSIGNED POSITION NR 0082745                  ASG-RESTRICT-WAIVER:
BASED ON MOST RECENT MANNING STATISTICS FOR MEMBER'S AFSC.                W-SEE TRANSACTION REMARKS
                                                                        NARRATIVE REMARKS CONTAINED IN ASGMT TRANS: NONE
PLEASE COMPLETE THE INDORSEMENT BELOW AND RETURN ONE ANNOTATED
COPY TO CBPO/DPMUM NLT                 .
AT THAT TIME, YOU MAY CHANGE THE POSITION NUMBER ASSIGNED BY THIS
OFFICE BY ANNOTATING DESIRED POSITION NUMBER IN SPACE PROVIDED.

3. THE INFORMATION ON THE RIGHT SIDE OF THIS REPORT WAS
CONTAINED IN THE ASSIGNMENT TRANSACTION RECEIVED FROM AFMPC, AND
CONSTITUTES ALL KNOWN INFORMATION ON THIS INDIVIDUAL AT THIS            WARSKIL AFSC:             UIF & DISP DATE:
TIME. PLEASE DIRECT ANY QUESTIONS REGARDING THIS ASSIGNMENT TO
THE CBPO MANNING CONTROL UNIT,                                                   ****PERSONAL/QUALIFICATION DATA ****
                                                                        DOS:                TAFMSD:             DOR:
                                                                        CAT OF ENLMT:                 SEX-SVC-MBR:
                                                                        MARTIAL STATUS:                   NBR OF DEPN:
                                                                        SCTY CLN:                     TYPE INVEST:
                                                                        STAT DT:            INV COMPL DT:
                                                                        PRP-SCI-STATUS:
                                                                        AOE TEST SCORES: ADMIN-      ELECT-       GEN-          MECH-
CERTIFY OFFICAL                                                         CIT STAT: BY BIRTH IN UNITED STATES
                                                                        APR INFORMATION:
        **** DUTY INFORMATION ****                                          RATING    DATE          PROJECTED GRADE:

EFF-DT    DAFSC  DUTY-TITLE                            UNIT
          66170   NCOIC PROGRAMS AND MOBILITY                           TNG-STATUS:  R-AFSC AWD/COMP TNG
          66170   NCOIC PROGRAMS AND MOBILITY           0000            TNG-STATUS:  R-AFSC AWD/COMP TNG
          66150   LOGISTICS PLANS SPECIALIST            0000            PAFSC:                  2AFSC:                CAFSC:
                                                                         SEI:                    SEI:                  SEI:
                                                                              -                      -
                                                                              -                      -
                                                                              -                      -                  GEN-SEI:
                                                                              -                      -
                                                                              -                      -

PCN N130070 LW KY=661FCC5     GAIN-A                        PAGE     37
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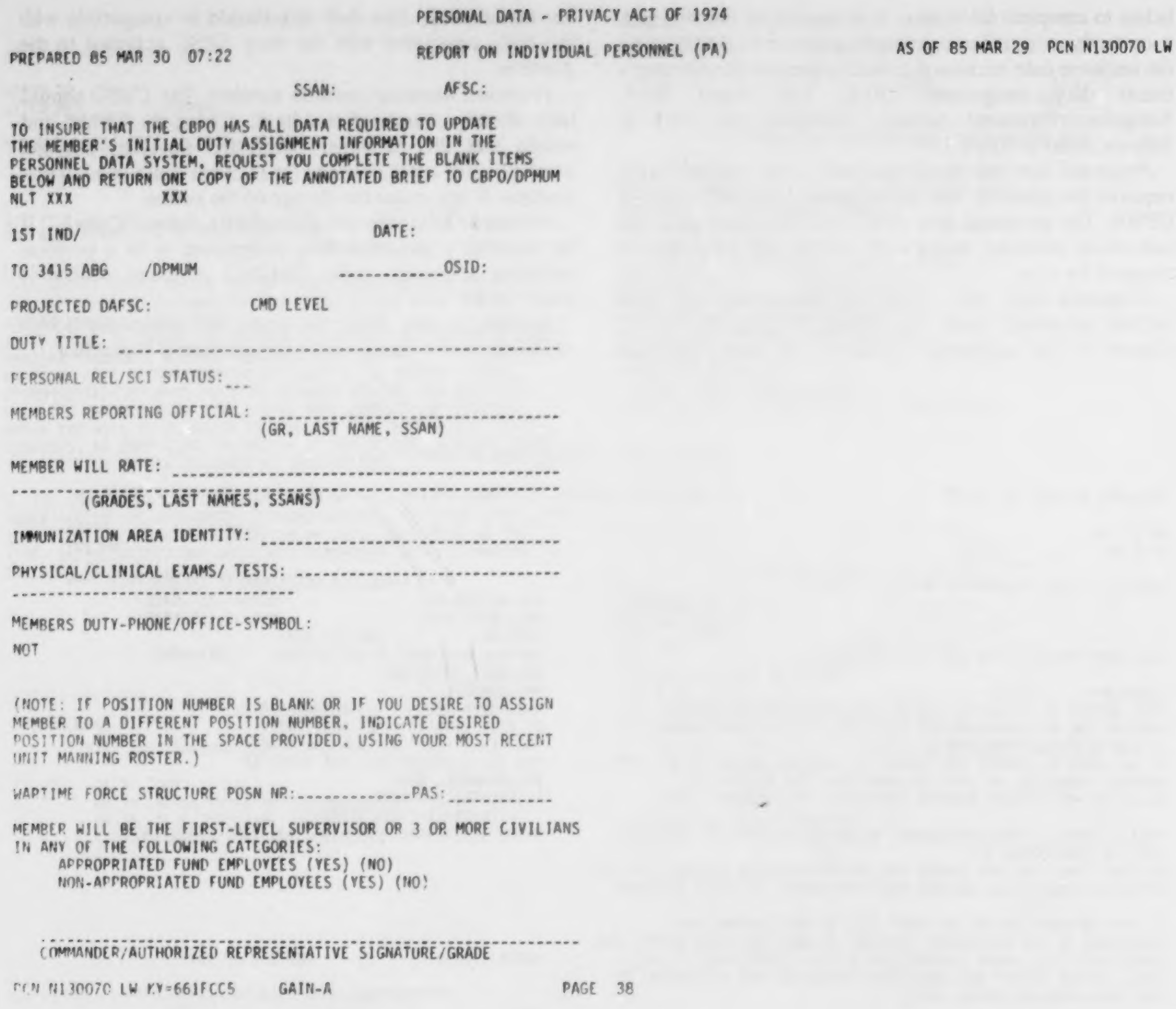
Figure 1-9. Final allocation notice.



```
                                       PERSONAL DATA - PRIVACY ACT OF 1974
PREPARED 85 MAR 30  07:22              REPORT ON INDIVIDUAL PERSONNEL (PA)          AS OF 85 MAR 29  PCN N130070 LW
                          SSAN:              AFSC:

TO INSURE THAT THE CBPO HAS ALL DATA REQUIRED TO UPDATE
THE MEMBER'S INITIAL DUTY ASSIGNMENT INFORMATION IN THE
PERSONNEL DATA SYSTEM, REQUEST YOU COMPLETE THE BLANK ITEMS
BELOW AND RETURN ONE COPY OF THE ANNOTATED BRIEF TO CBPO/DPMUM
NLT XXX          XXX

1ST IND/                            DATE:

TO 3415 ABG     /DPMUM                   ____________OSID:

PROJECTED DAFSC:           CMD LEVEL

DUTY TITLE: ______________________________________________

PERSONAL REL/SCI STATUS:___

MEMBERS REPORTING OFFICIAL: _________________________________
                               (GR, LAST NAME, SSAN)

MEMBER WILL RATE: __________________________________________
____________________________________________________________
         (GRADES, LAST NAMES, SSANS)

IMMUNIZATION AREA IDENTITY: _________________________________

PHYSICAL/CLINICAL EXAMS/ TESTS: _____________________________
_____________________________

MEMBERS DUTY-PHONE/OFFICE-SYSMBOL:

NOT


(NOTE: IF POSITION NUMBER IS BLANK OR IF YOU DESIRE TO ASSIGN
MEMBER TO A DIFFERENT POSITION NUMBER, INDICATE DESIRED
POSITION NUMBER IN THE SPACE PROVIDED, USING YOUR MOST RECENT
UNIT MANNING ROSTER.)

WARTIME FORCE STRUCTURE POSN NR:____________PAS:___________

MEMBER WILL BE THE FIRST-LEVEL SUPERVISOR OR 3 OR MORE CIVILIANS
IN ANY OF THE FOLLOWING CATEGORIES:
     APPROPRIATED FUND EMPLOYEES (YES) (NO)
     NON-APPROPRIATED FUND EMPLOYEES (YES) (NO)


   ______________________________________________________________
   COMMANDER/AUTHORIZED REPRESENTATIVE SIGNATURE/GRADE

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Figure 1-9. Final allocation notice (contd).

*Member rates.* If applicable, enter the grade, last name, and SSAN for each individual that the member is to rate.

*Member directly supervises three or more civilians.* Review member's projected duty assignment and determine if the member is required to directly supervise three or more civilian employees. Mark out the appropriate block.

*Immunization area identity.* Enter one of the following codes to identify the immunization area (AFR 161-13, *Immunization Requirements and Procedures*) in which the unit is located or to alert forces (for example, combat crews, relief, and so forth) requiring regular and frequent travel:

| *DATA CODE* | |
|---|---|
| *1* | *I.* |
| *2* | *II.* |
| *5* | *IIY.* |
| *A* | Alert Forces assigned to area IICP or assigned another area and duty requires regular and frequent travel to or through area IICP alert forces not included in code "A." |

*Member's duty phone and office symbol.* Enter the phone number and office symbol of member's projected duty station.

*Annual physicals*. Personnel performing duties in one of the following areas must be identified on the allocation brief and the IDA. This will ensure proper monitoring for annual physical requirements.

| *DATA CODE* | *AREA* |
|---|---|
| C | Air Traffic Controller. |
| D | Physiological Training. |
| E | Parachute Duty. |
| F | Missile Launch Duties. |
| G | Weapons Controller. |

The environmental health section identifies specific types of occupational health examinations required for military personnel performing certain duties by selecting the applicable code(s) from the description listed below.

| *DATA CODE* | *DESCRIPTION* |
|---|---|
| A | Exposure to other than noise. Requires examination at least annually and upon separation or retirement. |
| L | Requires examination upon PCS/PCA and upon separation or retirement. |
| M | Exposure to noise. Requires examination at least annually and upon separation or retirement. |
| R | Requires examination upon PCS/PCA. |
| S | Exposure to other than noise. Requires examination at least annually. |

CBPO prepares the IDA (AF Form 2095) using the information recorded by the unit on the officer or airman unit assignment notice and holds it pending the member's arrival, at which time it is completed and processed. The unit commander or authorized representative may change the projected IDA data by advising DPMUM by telephone or correspondence anytime before the member's arrival.

Now that we have a view of how the UMD and UPMR work let's take a look at how maintenance manpower is managed to meet mission requirements.

**Exercises (202):**

1. What are the differences between the UMD and EUMD?

2. What is the purpose of UMD?

3. Define PEC and give its use.

4. What type manpower authorization is identified as "XWXXX" under the MNT column on the UMD?

5. What is the purpose of the UPMR?

6. How are corrections to the UPMR made?

7. What is the purpose of personnel allocation notices?

8. Explain DPMUM and unit actions concerning initial allocation notices.

9. Describe the personnel accounting symbol (PAS).

10. What do the last four digits of the PAS designate?

11. Where can you find the fiscal year and quarter that the UMD effects?

12. What is the purpose of the OSC?

13. What is used to control authorizations in the UMD?

14. Who produces the UPMR?

What is the purpose of a mismatch on the UPMR?

15. What is provided by the duty information block on an allocation notice?

16. When is the final allocation notice produced?

17. What is the purpose of the immunization area identity block on the final allocation notice?

## 1-3. Maintenance Management Information and Control System (MMICS)

The maintenance management information and control system is an automated data system that supports the Deputy Commander for Maintenance functional areas. It consists of computer programs that provide automated inventory control and management information systems for base level maintenance managers to more effectively use their resources.

### 203. Describe MMICS input transactions as they relate to the on-line routines and background programs.

**MMICS Transactions.** The MMICS files maintenance section has the overall responsibility for the system; however, other DCM staff agencies manage the 14 MMICS subsystems that apply to their area of responsibility.

Programs and mobility is responsible for the maintenance personnel administration subsystem. It provides the capability to automate data on assigned personnel and to retrieve management data in the desired format to facilitate the use of resources.

There are two general types of transactions you will make to the subsystem: (1) transactions to update the data base and (2) transactions to request information from the data base. They will be processed either on-line or in a background program. These transactions may be entered via the on-line remote device (CRT) or prepared on punch cards for remote processing by the data processing installation (DPI).

The data base for your maintenance personnel subsystem consists of three separate records: the organization table (OGT), workcenter roster (WCR) and military personnel records (MPR).

On-line routines let you review and extract information from the data base at your terminal and printer. These routines are:

***Maintenance personnel record (MPR).*** This routine lets you load, change, or delete data in the MPR. It is the primary program you will use to load inbound personnel; change labor codes, grades, workcenters, etc; and delete personnel data.

***Maintenance personnel inquiry (MPQ).*** The MPQ provides selected data from an individual's MPR.

***Workcenter roster (WCR).*** This program provides a workcenter listing of assigned and inbound personnel; personnel that are certified to perform certain tasks; personnel in upgrade training; or authorization data versus assigned personnel.

***Reject inquiry (REI).*** This routine provides a detailed explanation of a specific reject condition.

Products that list multiple workcenters or entire organizations are produced by your files maintenance section through DPI. These products consume computer time and are run in the background mode. These background programs fall into one of the following categories:

***Maintenance personnel list (MPL).*** The MPL will provide you all or selected assigned personnel and their data for the military personnel record.

***Workcenter list (WCL).*** This program will give you a list of all the workcenters that are loaded to the organization table data base.

***Maintenance manning report (MMR).*** The MMR will provide reports that show the number of personnel authorized versus assigned and reports that project personnel gains and losses. These reports maybe run for a unit or an organization.

**Input Formats.** All the on-line routines and background program transactions have various input formats. You will find detailed information on these formats in AFM 66–278, Volume 2, Section 4. The following provides you an overview of some of these formats.

***Organization table (OGT).*** The OGT record data base has to be established before any of the maintenance personnel transactions will work. This input to the subsystem establishes the organization and workcenter. Files maintenance will help you load the organization or workcenter information loaded.

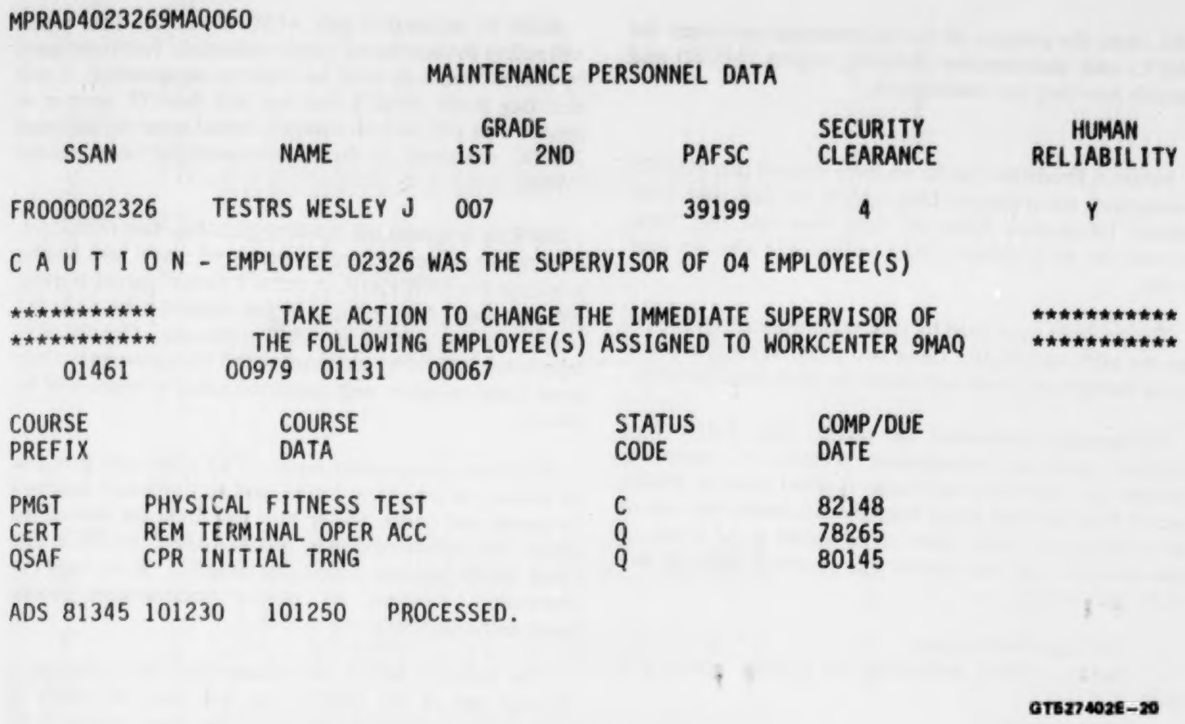
***Maintenance personnel record (MPR).*** The MPR keeps data related to all assigned and loaded personnel. There are four load formats related to this program. Format number 1 produces an output that provides a machine assigned employee number for the concerned individual. This format is used for the initial load of inbound personnel. Format number 2 loads ANG/ART technician data to the MPR. Format number 3 loads either courses not included in the workcenter training requirements record or training requirements unique to the individual. Format number 4 loads shift and crew assignment data, the individual's immediate supervisor, certification evaluation data, control AFSC (CAFSC), birth month, OJT advisory data, and UMD position number.

You will use four inputs to make changes to the MPR. Change formats 1 and 2 will change the information loaded by load formats 1 and 2. Use change format 3 to transfer personnel from one workcenter to another within the same unit ID. Use format number 4 to correct assigned work hours.

You can delete any MPR information related to an individual with two formats. Use delete format 1 for active duty personnel, and format 2 for ANG/ART technicians. These two inputs will provide you a printout of the individuals qualifications. Give the printout to the person on out processing. See figure 1-10.

The final format that we need to discuss is for TDY. There are two inputs for this purpose. TDY format 1 is used to place an individual's records in a TDY status. It will deduct the month's remaining hours from the workcenter assigned hours (WAH) record and prevent the WAH from entering assigned hours for the individual while in TDY status. It also will produce a listing identical to the delete transactions. This listing must be given to the individual before departure. You will use TDY format 2 when the individual returns from TDY. It will remove the person from TDY status and enter the labor code and remaining hours in the WAH record and return the MPR record to its normal state.

***Maintenance personnel inquiry (MPQ).*** This program selects the required data from the file and produces the requested output. You may select the duty/training status



```
MPRAD4023269MAQ060

                              MAINTENANCE PERSONNEL DATA

                                  GRADE                         SECURITY          HUMAN
    SSAN            NAME         1ST   2ND          PAFSC      CLEARANCE      RELIABILITY

FR000002326     TESTRS WESLEY J  007                39199          4                Y

C A U T I O N - EMPLOYEE 02326 WAS THE SUPERVISOR OF 04 EMPLOYEE(S)

***********          TAKE ACTION TO CHANGE THE IMMEDIATE SUPERVISOR OF          ***********
***********        THE FOLLOWING EMPLOYEE(S) ASSIGNED TO WORKCENTER 9MAQ        ***********
    01461          00979  01131    00067

COURSE                COURSE                       STATUS         COMP/DUE
PREFIX                DATA                         CODE           DATE

PMGT       PHYSICAL FITNESS TEST                   C              82148
CERT       REM TERMINAL OPER ACC                   Q              78265
QSAF       CPR INITIAL TRNG                        Q              80145

ADS 81345 101230    101250    PROCESSED.
```

Figure 1-10. Personnel delete/TDY format 1.

inquiry (format 1) or the certification/inspection inquiry (format 2).

***Workcenter roster (WRC).*** The WRC will give you a listing of all personnel assigned to a workcenter or a listing of all personnel within a workcenter who are certified. You may select either a workcenter roster (format 1), a certified personnel roster (format 2), a roster of all workcenter personnel in upgrade training (format 3), or a listing of the authorized/assigned data for a workcenter by UMD number (format 4).

***Reject inquiry (REJ).*** A reject message is a response to an undesirable condition that occurred while your program was processing. A typical reject message for an on-line routine will contain a program ID, reject code, narrative code, and the reject phrase (for example,, E50-0147-N0034 EQUIPMENT IS INVALID). This routine will let you get a detailed description for a reject

***Workcenter listing (WCL).*** The WCL program will provide you a cross reference listing of each workcenter mnemonic and a corresponding workcenter number, functional account code, primary remote terminal code, unit ID, and organization. It produces a listing of workcenter information for the base (format 1). Inputs to the WCL are processed in the background mode.

**Exercises (203):**

1. Who has overall responsibility for MMICS?
2. For which MMICS subsystem is Programs and Mobility responsible?
3. Describe on-line routines.
4. What is the purpose of the MPR transaction?
5. Describe background mode transactions.
6. What is the purpose of the WCL?
7. What is the purpose of the TDY formats?

**204. State the purpose of the maintenance personnel list (MPL) and maintenance manning report (MMR) and specify how they are maintained.**

**MMICS Products.** So far we have learned that MMICS transactions are made to either update the data base or to request information from the data base and that these transactions are processed either on-line or in a background mode.

The products most used by your maintenance supervisors are the MPL and MMR. These two products are processed in the background mode and should be run at least monthly.

***Maintenance personnel list (MPL) (fig. 1-11).*** This program produces management products in numerous formats and contains a multitude of select options. Proper use of these sort and select features will reduce the size of the products and make them more useful to all levels of management. You can request your products based on any of the following:

*a.* Unit/Organization data.
*b.* Primary, control, and/or duty Air Force specialty code data.
*c.* Grade code/level.
*d.* Labor code.
*e.* Projected resource gain/loss date (PRGLD).
*f.* Security clearance.
*g.* Unit manpower document number.

Your branch chiefs, section chiefs, and workcenter supervisors should let you know which of these formats will best fit their management requirements. As mentioned above, you should run this product monthly and suspense all your units to return an annotated/corrected copy to you for use in updating the system. These products are used as a quick reference list for assigned personnel information and are not intended to replace the products that you receive from CBPO.

***Maintenance manning report (MMR).*** This program provides management with products that reflect the number of personnel authorized versus personnel assigned and reports projected personnel gains and losses for up to a year from the date of the report.

The MMR can be run in any or all of the below listed formats.

*MMR by UMD numbers.* This report reflects authorized versus assigned personnel by UMD number. If your input is for a unit, the report will be sorted by grade in descending order. However, if your input transaction is for an organization, the report will be sorted by UMD number within each workcenter. This format will flag each UMD number that is less than 75 percent or more than 100 percent manned. It will also flag all mismatched authorized/assigned data.

*MMR by authorized duty AFSC (DAFSC).* This report will reflect the number of people authorized versus assigned by DAFSC and skill level for a unit or organization. It will also flag those AFSC's that are less than 75 percent or greater than 100 percent manned, based upon the assigned DAFSC contained in the maintenance personnel record (MPR).

*MMR by programmed resource gain/loss date (PRGLD).* This report reflects projected personnel gains and losses, based on the MPR PRGLD, for a 7 month period starting with the date of the report. If you request it by unit, the report will be printed in UMD sequence. Organization reports are printed by workcenter and UMD number. Only those UMD numbers with projected gains or losses will be printed.

*Maintenance capability report.* This report will give you an account of the gains, losses, and net personnel assigned by month and quarter for up to a year from the date of the report. This option reports by primary AFSC (PAFSC). The other MMR options report by DAFSC. It is used by Production Analysis to project maintenance sortie production capability.

The primary means of maintaining this program is through use of the UMD. You will have to verify all authorized positions against those you have loaded in the MMICS. Figures 1-12 and 1-13 are examples of these formats.

**Exercises (204):**

1. What is the MPL?

2. What are the select options for the MPL?

3. How do you keep the MPL current?

4. What is the purpose of the MMR?

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                                                    PERSONAL DATA - PRIVACY ACT OF 1974

PREPARED 85 DEC 08  15:59                           MAINTENANCE PERSONNEL LISTING  (PA)                             PCN SG073-41PR
                                                    FOR UNIT BY NAME                                                      REG W/T: TEST
INPUT IMAGE: MPLR1
                              EMP                   ORG  W/C   W/C                                    2ND   BIRTH DDSD/  SEC PRP  LABOR   TNG  UDL
       NAME          GRADE(S)  #        SSAN        ID   MNEW  NBR   PAFSC   DAFSC   CAFSC     DAFSC MONTH PRGLD  CLR CDE  CDE(S)  STA  POS ND

TESTT GARRY P        SGT     01551 FR000001551 JC21 DEAA R7003  54550   54550   00277                  780307 SEC  Y   300     P
TESTT JAMES D        SSG     02947 FR000002947 JC21 SJGO R7003  51130   51130   00345                  800103 SEC  Y   300
TESTTON ROGER L      AB      01531 FR000001531 JC21 SJAA R7011  70230B  70230B  00318                  790925 SEC  Y   300
TESTTON VERON A      AB      02386 FR000003826 JY00 TELC R8200  29120   29120S  00377                  791031 T/S  S   300
TESTTUSH BRANDON M SGT       02108 FR000002108 JY00 SPBS R4632  30950   30950   00283                  780120 SEC  Y   100
TESTTUNSKI EUGENE    SSG     02908 FR000002908 JC21 DEAA R7003  54570   54550   00277                  771011 SEC  Y   300
TESTTZKE RANDY L     SGT     05177 FR000005177 JY00 MCCO R6200  30950   30970   00391                  780331 SEC  D   300
TESTUCHI DEAN T      A1C     03520 FR000003520 JY00 SHOP R6433  30950   30930   00358                  790806 SEC  Y   100
TESTUCK DONNA M      AB      03321 FR000003321 JC21 LGSR R7018  64511   64551   00289                  800109 N/A  Y   300
TESTURA DAVID J      G12     03637   000003687 JY00 CETT R6900  00000   03044   00302                  791001 SEC  Y   300
TESTURGH JACK M      AMN     00632 FR000000632 JY00 SMCS R6431  30930   30930   00255                  800407 SEC  Y   100     B
TESTVIELLIE CHARLE G11       03085   000003085 JY00 QUAL R6100  00000   30970   00250                  670717 SEC  Y   300
TESTVIZ LEONARD M    SSG     03441 FR000003441 JY00 COMP R6700  30574   30554   00390                  760329 SEC  Y   100
TESTY AUTHUR         AB      03336 FR000003336 JC21 LGSN R7018  64530   64530   00279                  790328 SEC  Y   300
TESTY DAVID G        SSG     03887 FR000003887 JY00 SHOP R6433  30950   30950   00292                  771121 SEC  Y   100     C
TESTY ELISE C        A1C     03833 FV000003833 JC21 LGSN R7018  64550   64550   00201                  780505 SEC  Y   300
TESTY JERRY L        AMN     00194 FR000000194 JY00 SMCS R6413  30930   30930   00225                  800819 SEC  Y   100     B
TESTY JOHN L         A1C     03404 FR000000340 JC21 LGSN R7018  64550   64530   00201                  780202 SEC  Y   300
TESTY PATRICK E      SSG     03398 FR000003398 JC21 DDAA R7004  27650   27650   00361                  800820 T/S  Y   300
TESTY RONALD W       A1C     00085 FR000000085 JY00 MOOC R6200  64550   64550   00221                  791130 SEC  Y   300
TESTYK MICHAEL C     A1C     05530 FR000005530 JY00 COMM R6500  30630   30630   00273                  800730 T/S  Y   100
TESTMAN JAMES E      SGT     02990 FR000001990 JY00 MOOD R6200  64550   64550   00221                  780526 SEC  Y   300
TESTYO LOUIS A JR    SGT     03339 FR000003339 JC21 DDAA R7004  27650   27650   00381                  800924 SEC  Y   300
TESTZ LOUIS O        SSG     04973 FR000004973 JC21 SGSC R7013  70270   51130   00388                  800602 T/S  Y   300
TESTZARD CHARLOTTE A1C       02466 FR000002466 JY00 COMP R6700  30534E  30534   00390                  800325 SEC  YY .100     B

   UNIT TOTAL   376

PCN SG073-41PR                                         END PAGE 10                                         VERSION DATE 112980
                                                  PERSONAL DATA - PRIVACY ACT OF 1974
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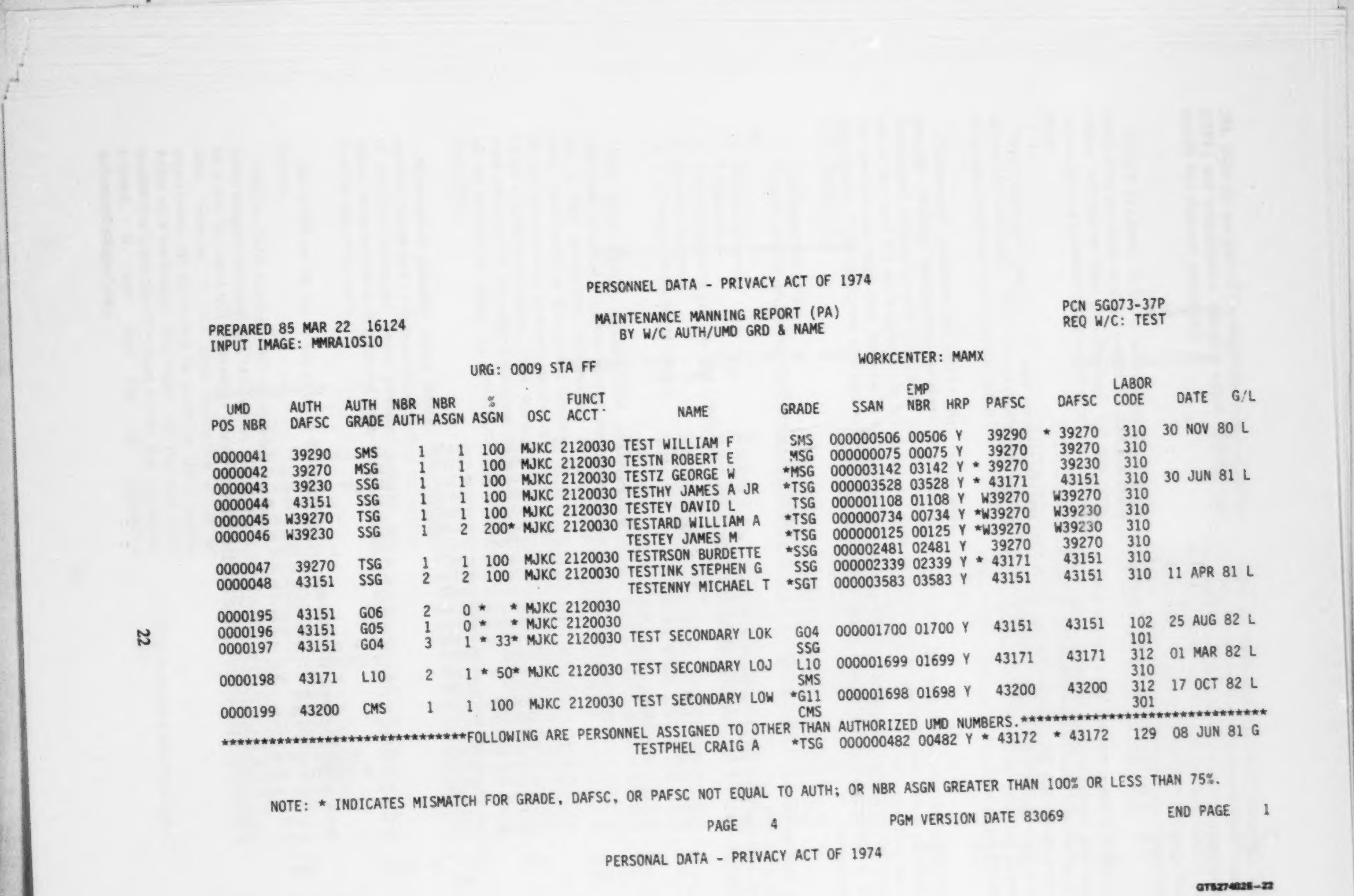
Figure 1-11. Sample, MPL format (one option).



```
                                             PERSONNEL DATA - PRIVACY ACT OF 1974
                                                                                                      PCN 5G073-37P
PREPARED 85 MAR 22  16124                    MAINTENANCE MANNING REPORT (PA)                          REQ W/C: TEST
INPUT IMAGE: MMRA10S10                         BY W/C AUTH/UMD GRD & NAME
                                                                                          WORKCENTER: MAMX
                                URG: 0009 STA FF
                                                                                        EMP                            LABOR
 UMD      AUTH   AUTH  NBR  NBR    %           FUNCT                                                                               
POS NBR   DAFSC  GRADE AUTH ASGN ASGN   OSC    ACCT`         NAME              GRADE    SSAN     NBR   HRP  PAFSC     DAFSC   CODE   DATE    G/L

0000041   39290   SMS     1    1  100   MJKC 2120030 TEST WILLIAM F             SMS  000000506 00506 Y   39290   * 39270    310  30 NOV 80 L
0000042   39270   MSG     1    1  100   MJKC 2120030 TESTN ROBERT E             MSG  000000075 00075 Y   39270     39270    310
0000043   39230   SSG     1    1  100   MJKC 2120030 TESTZ GEORGE W            *MSG  000003142 03142 Y * 39270     39230    310
0000044   43151   SSG     1    1  100   MJKC 2120030 TESTHY JAMES A JR         *TSG  000003528 03528 Y * 43171     43151    310  30 JUN 81 L
0000045  W39270   TSG     1    1  100   MJKC 2120030 TESTEY DAVID L             TSG  000001108 01108 Y  W39270    W39270    310
0000046  W39230   SSG     1    2  200*  MJKC 2120030 TESTARD WILLIAM A         *TSG  000000734 00734 Y *W39270    W39230    310
                                                     TESTEY JAMES M            *TSG  000000125 00125 Y *W39270    W39230    310
                                                     TESTRSON BURDETTE         *SSG  000002481 02481 Y   39270     39270    310
0000047   39270   TSG     1    1  100   MJKC 2120030 TESTINK STEPHEN G          SSG  000002339 02339 Y * 43171     43151    310
0000048   43151   SSG     2    2  100   MJKC 2120030 TESTENNY MICHAEL T        *SGT  000003583 03583 Y   43151     43151    310  11 APR 81 L

0000195   43151   G06     2    0 *    * MJKC 2120030
0000196   43151   G05     1    0 *    * MJKC 2120030
0000197   43151   G04     3    1 * 33*  MJKC 2120030 TEST SECONDARY LOK         G04  000001700 01700 Y   43151     43151    102  25 AUG 82 L
                                                                                SSG                                         101
0000198   43171   L10     2    1 * 50*  MJKC 2120030 TEST SECONDARY LOJ         L10  000001699 01699 Y   43171     43171    312  01 MAR 82 L
                                                                                SMS                                         310
0000199   43200   CMS     1    1  100   MJKC 2120030 TEST SECONDARY LOW        *G11  000001698 01698 Y   43200     43200    312  17 OCT 82 L
                                                                                CMS                                         301
*******************************FOLLOWING ARE PERSONNEL ASSIGNED TO OTHER THAN AUTHORIZED UMD NUMBERS.*******************************
                                                     TESTPHEL CRAIG A          *TSG  000000482 00482 Y * 43172   * 43172    129  08 JUN 81 G


      NOTE: * INDICATES MISMATCH FOR GRADE, DAFSC, OR PAFSC NOT EQUAL TO AUTH; OR NBR ASGN GREATER THAN 100% OR LESS THAN 75%.

                                                 PAGE    4             PGM VERSION DATE 83069                    END PAGE    1

                                                  PERSONAL DATA - PRIVACY ACT OF 1974
```

GT5274026-22

Figure 1–12. Maintenance manning report (format 1).

```
PREPARED 85 DEC 18  13:45                                  MAINTENANCE MANNING REPORT                                  PCN SG073-37P
INPUT IMAGE: MMRA40S10                                                                                                 REQ W/C: TEST
                       FOR: 0020 FMS SQ                                          WORKCENTER: JEIM
                                                                      PROJECTED  GAIN/LOSS
AFSC  426X2          ----1ST QTR 82---     ----2ND QTR 82---     ---3RD QTR 82----     ---4TH QTR 82----
                      JAN    FEB    MAR     APR    MAY    JUN     JUL    AUG    SEP     OCT    NOV    DEC
  CEM LEVEL   AUTH     1      1      1       1      1      1       1      1      1       1      1      1
              ASGN     1      1      1       0      0      1       1      1      1       1      1      1
              GAIN     0      0      0       0      1      0       0      0      0       0      0      0
              LOSS     0      0      1       0      0      0       0      0      0       0      0      0
               NET     1      1      0       0      1      1       1      1      1       1      1      1

    9 LEVEL   AUTH     4      4      4       4      4      4       4      4      4       4      4      4
              ASGN     3      3      3       6      6      4       4      3      7       7      5      5
              GAIN     0      0      3       0      0      0       1      4      0       0      0      0
              LOSS     0      0      0       0      2      0       2      0      0       2      0      1
              NET      3      3      6       6      4      4       3      7      7       5      5      4

    7 LEVEL   AUTH    15     15     15      15     15     15      15     15     15      15     15     15
              ASGN    10      8     11      11      7      9      15     11     12      12     12     12
              GAIN     0      3      0       0      2      6       0      1      0       0      0      0
              LOSS     2      0      0       4      0      0       4      0      0       0      0      0
              NET      8     11     11       7      9     15      11     12     12      12     12     12

    5 LEVEL   AUTH    50     50     50      50     50     50      50     50     50      50     50     50
              ASGN    70     70     69      66     68     68      68     68     68      68     68     68
              GAIN     0      0      0       2      0      0       0      0      0       0      0      0
              LOSS     0      1      3       0      0      0       0      0      0       0      0      0
              NET     70     69     66      68     68     68      68     68     68      68     68     68

    3 LEVEL   AUTH    25     25     25      25     25     25      25     25     25      25     25     25
              ASGN    15     15     15      15     15     19      19     13     13      20     20     16
              GAIN     0      0      0       0      4      0       0      0      7       0      0      2
              LOSS     0      0      0       0      0      0       6      0      0       0      4      0
              NET     15     15     15      15     19     19      13     13     20      20     16     18

                                                           PAGE   1                PGM VERSION DATE 81355
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GT5274025-18

Figure 1-13. Maintenance manning report (format 4).

5. How many formats are there for the MMR? Briefly describe each.

6. How is the MMR maintained?

## CHAPTER 2

# Facilities Management

TYPICALLY AN Air Force manager (logistician) thinks of his or her role in base civil engineering as that of a customer. Rightfully so! However, the customer has two roles: giving and receiving. The receiving role is easy to understand. The customer receives some form of service in the way of construction, maintenance, or repair of a facility. The giving role is not as easily understood, which is why it is often overlooked. Your giving role fits into the broad context of resource management.

Managers need resources, whether they are squadron commanders, functional managers, or section chiefs. They need people and generally understand their management relationships with military and civilian personnel, the chaplain, and social actions. They need funds, and they must interface with accounting, finance, and budget. In fulfilling vehicle needs, managers must understand which items to get from supply or procurement. People, money, vehicles, and material are familiar needs. However, how many activities can function without adequate facilities? This is the often forgotten resource that also must be managed if managers expect to properly perform their mission.

## 2-1. Facility Surveys

One of the first things a new manager should do (or an old manager if he or she has not done so previously) is to inventory existing facilities. You must know what your baseline is to have a reference or starting point. Note the number of each building or facility. As soon as possible stop by civil engineering and ask the chief, engineering and construction branch for a floor plan of each of your facilities. Properly armed with what your facilities look like, schedule a time with the building custodian for a tour of each facility. Walk through each facility with the custodian. Make notes on the available space, working conditions, degree of maintenance, square footage and diagram of work area, and the attitude of the maintenance people about the facility.

**205. Specify the general principles about facility evaluations.**

**Facility Evaluations.** As the manager of the facilities within the maintenance community, you need to sit back and really think about the resource. If you can't readily answer the following questions, there is no way you can adequately defend plans for new or improved facilities.

1. How much space is there in the building?
2. How much space is authorized in the building?
3. How much space does the function need?
4. Is the building used in the best way possible?
5. What is the present condition of the building?
6. What maintenance/repairs are needed?
7. What maintenance/repairs have been identified?
8. Is there any new construction planned?
9. Does the DCM know what is needed?

These questions fit the old adage, "You must know what you have before you can decide what you can do or what you need."

The following paragraphs cover some of the principles you will need to manage your assigned facilities.

***Survey existing assets.*** Once you have walked through each facility, take your drawings back to civil engineering. Talk to the chief, real property management section, to correlate your findings with his or her records. These real estate records are extremely important. They are used to program new facilities and recommend disposal actions; and they are used at Headquarters USAF to compile total Air Force and DOD real estate assets, which are reviewed by congressional committees. Hence, validation of the record of your findings will be a step forward to program your needs.

The real property section will look at a product that is "fondly" referred to as the "7115," which is an automated inventory/listing of all base real estate assets. The 7115 shows the space you occupy by use (category code). These space amounts, which can be corrected or verified by your findings, are used to determine future needs or to recommend space changes. The 7115 also uses a code that reflects the "condition" of your facility. This code is assigned by civil engineering to house the mission performed. In other words, is the facility properly configured for your activities? If the facility is improperly arranged but has a condition code of "1," an alteration project cannot be programmed. Therefore, your findings would provide justification to change the code so that programming action can occur. At this point, your inventory is complete. You know where your individual activities are, how much space they occupy by category of use, and the general condition. In short, you know what assets you have. Now, what can you do?

***Identify requirements.*** As you made your inventory, you may have reached certain conclusions about your facility assets. For example, if you found that five people were occupying space that could house ten, or the reverse, you can probably conclude that something is wrong. Analyzing where each activity is in relation to another may indicate that realignments of spaces and locations are needed. A work flow diagram of your unit activities may be quite useful in determining the best physical arrangements and to illustrate where more or less space is needed. Your walk through also should have indicated whether more maintenance effort is needed. If painting is needed, perhaps a self-help project can be initiated. People generally take pride in improving their own spaces—if they want improvement. These are ideas that may have gone through your mind as you conducted your inventory. But since you are visiting civil engineering, what other information do they have to help you decide what you can do? See the chief, program development section. This person has a file on each facility, including yours. The files will reveal what maintenance, repair, or minor construction projects have been identified for your facilities. The chief of program development can tell you when contracts are scheduled for your facilities and can check the in-service work plan for programmed work by the BCE in-house forces. Additionally, he or she can refer to one of the other well-used computer products, the 7110, and advise you of the projected use of your facilities and whether new construction is contemplated. If the projected use is for a different activity, there should be new construction or relocation contemplated for you. In either case, as the facility resource manager, you might have a word or two to say about programming actions of which you were unaware. The proposed actions may be excellent and logical. On the other hand, you may have peculiar requirements that are not known. You need to be involved in anything pertaining to your facilities resources so that your needs are reflected. However, this raises the obvious question, "Do you know what you need?"

***Verify additional needs.*** Determining your facility requirements is the culmination of previous inventory and analysis efforts. Ask the chief of program development to show you the Air Force Form 920, Space Use of Real Property Facilities, for your organization. This person should have a file of these forms indexed by category code and organization. They show the total space by category code as authorized in AFM 86–2, *Standard Facility Requirements*. You can go down the list and compare the authorized amounts with the amount of space you presently occupy. If you are using less than the authorized amount, you must assess your situation to justify more space. You may not need more than what you have, but no one knows better that the maintenance supervisor whether your maintenance activities require more space. If you are using more than the authorized amount, you cannot program for new space without giving up something. Therefore, what you need is more efficiency with what you have. This is where the flow diagram of activities can be beneficial. After all this analysis, you should prepare a priority listing of what you need. For example, improve level of maintenance in buildings X, Y and Z; addition to building X to house activity A; relocate activity B to space presently occupied by activity B; interchange locations of activities D and E; construct new office of chief of activity F; etc.

As a facility manager, you have now done your staff work. You must summarize your study and brief your boss (chief of maintenance), who is the facilities board representative and possibly your MAJCOM counterpart. If you expect to see any of your needs satisfied, the people who support you for dollars and a piece of the civil engineering construction resource at base and MAJCOM must be absolutely certain that your requirements are valid and essential. If you do a good job of selling, you need only to prepare the appropriate work request forms, submit them to civil engineering, and monitor the progress. If you do what has been suggested above, your boss, the facilities board, and the base civil engineer will be much more receptive to your needs. You have shown you can manage your facilities resources.

**Exercises (205):**

1. How is the 7115 listing used?

2. What general principles are involved in facility evaluation? Briefly explain each.

3. What information can the chief of program development provide you?

4. What is the purpose of the AF Form 920?

5. What publication sets the standards for facility space authorizations?

## 206. Cite the purpose and procedures for maintaining facility floor plans.

**Floor Plans.** Civil engineering blueprints or hand drawn sketches of each facility must be maintained. Each of these floor plans must show specific space utilization to include telephone outlets, dedicated power circuits for electronics equipment, all changes and proposed changes to the basic structure, etc.

These plans are your reference for all questions that might arise concerning facility square footage, location, and designed use. You should keep all your maintenance squadron floor plans in a tabbed binder by unit. The appointed building custodian should provide you an annual facility summary letter that relates the estimated number of occupants, general condition of the building, projected changes to the building, and any ongoing minor/major repairs to the building.

Any work requests (AF Forms 332) that have an impact on your floor plans, should have an attached sketch that shows the changes. You should make the tentative changes on your floor plans and either attach a note explaining the changes or explain them on the plan itself. As soon as you get a work order number from CE, you should annotate it on your note or floor plan for future reference.

**Exercises (206):**

1. What is the purpose of maintaining facility floor plans?

2. How should your floor plans be maintained?

3. How are floor plans kept current?

## 2-2. Facility Work Requests

As a facilities manager, you are a customer of the base civil engineer. The quality of information you give to CE will determine to the quality of the work or services you receive from CE.

Use AF Form 332, BCE Work Request, or AF Form 1135, BCE Real Property Maintenance Request, to request work for your facilities

**207. State the purpose of AF Forms 332 and 1135 as related to the facility work order priority listing.**

**Base Civil Engineering (BCE) Work Request,** AF Form 332. AF Form 332 is used to document requirements for: new work, self-help projects, statement of expenses, and work of others (that is, install special equipment).

This form is processed to request and approve class c or minor construction (MC) type work to be done by in-service CE personnel when the work is within the approval authority of the installation commander and is funded by the applicable installation.

Your building manager prepares the form in four copies. In completing the form, the building manager must describe in detail the work to be done and provide sketches or diagrams of the work and the exact energy requirements of any new equipment when applicable. The completed form also must explain why the work is necessary and when it should be done (fig. 2-1). Since this work request is may have to compete with other work for existing resources, the justification should be strong enough to compete.

All work requests must be reviewed by the building manager and signed by the unit commander. They all need to be coordinated through your office as well. You need to make a copy of the request so you can ensure it receives the proper handling and priority.

All requests for repair of maintenance facilities will almost always require coordination through the fire department and safety office.

After all the coordination is completed, the work request is ready to go to the customer service unit (CSU), of CE. The CSU will review the request and determine whether it is properly prepared, the work is a BCE responsibility, the work supports the planned use of the facility, the required completion date is identified, etc.

All the AF Forms 332 CSU receives are assigned a number from the work request/work order register (fig. 2-2). A description of the work requested is also entered on the register. The CSU will notify the requester when the request is accepted or rejected. All rejected requests are explained fully. Figure 2-3 shows the work request flow from the CSU.

The decision to approve or disapprove a request is made as quickly as possible. The request is reviewed and processed on to the extent necessary to support the decision. The approving authority assigns one of the following priorities to each approved request, completes items 27 through 30 of AF Form 332, and returns the request to the CSU.

***Priority I-mission.*** Work in direct support of the mission that if not done will reduce operational effectiveness.

***Priority II-safeguard life and property.*** Work needed to give adequate security to areas subject to compromise; to eliminate health, fire, or safety hazards; or to protect valuable property or equipment. Also included in this category is energy conservation work.

***Priority III-support.*** Work that supports the mission or prevents a breakdown of essential operating or housekeeping functions.

***Priority IV-necessary.*** Work that does not qualify for one of the higher priorities.

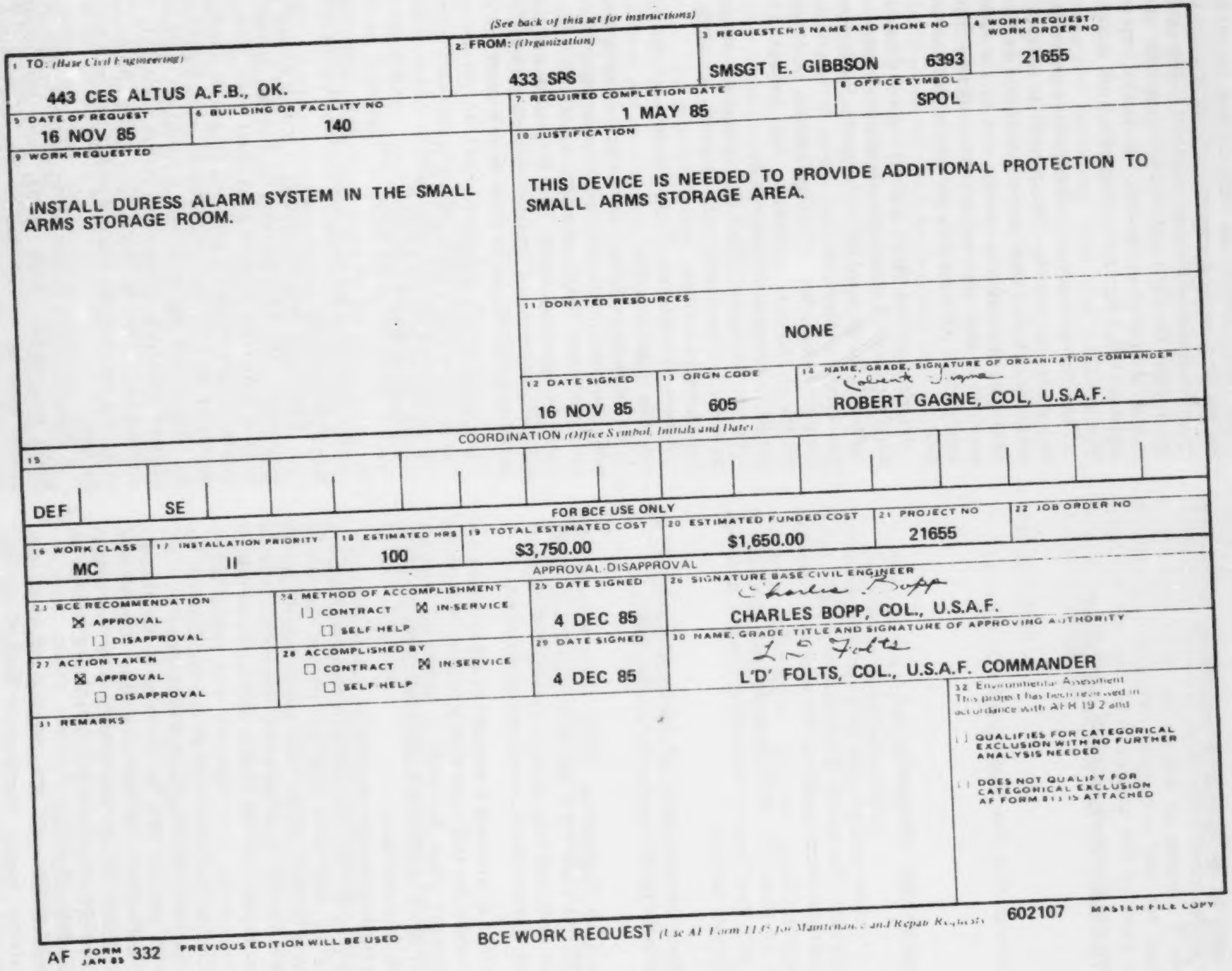
The following guidance is used when assigning specific work priorities to work order requirements assigned a risk assessment code (RAC) according to AFR 127–12, *Air Force Occupational Safety, Fire Prevention and Health (AFOSH) Program*, or a fire safety deficiency code (FSDC) according to AFR 92–1, *Fire Protection Program*.

- Priority I RAC 1 or FSDC I.
- Priority II RAC 2 and 3 or FSDC II.
- Priority III RAC 4 or FSDC III.
- Priority IV RAC 5 or FSDC IV and V.

After approval of the work request, the AF Form 332 is processed as follows:

*a*. Work to be done by contract is sent to the contract programmer. The CSU provides the financial manager a block of work order numbers for contract work. When the contract project number is assigned, the project number is entered on the CSU work request/work order register and the original work request number is closed out in the base engineer automated management system (BEAMS). The suspense copy of the AF Form 332 is returned by the CSU to the customer with the contract project number noted on the form.

*b*. Inservice work is sent to the inservice work plan (IWP) programmer. Work orders, work that requires detailed planning, or individual costing, are processed in accordance with AFR 85–1, *Resources and Work Force Management*, Chapter 8. Job orders, work that does not require detailed planning and is general in nature, are processed in accordance with AFR 85–1, Chapters 6 and 7.



(See back of this set for instructions)

1 TO: (Base Civil Engineering) 443 CES ALTUS A.F.B., OK.
2. FROM: (Organization) 433 SPS
3 REQUESTER'S NAME AND PHONE NO SMSGT E. GIBBSON 6393
4 WORK REQUEST WORK ORDER NO 21655
5 DATE OF REQUEST 16 NOV 85
6 BUILDING OR FACILITY NO 140
7 REQUIRED COMPLETION DATE 1 MAY 85
8 OFFICE SYMBOL SPOL
9 WORK REQUESTED INSTALL DURESS ALARM SYSTEM IN THE SMALL ARMS STORAGE ROOM.
10 JUSTIFICATION THIS DEVICE IS NEEDED TO PROVIDE ADDITIONAL PROTECTION TO SMALL ARMS STORAGE AREA.
11 DONATED RESOURCES NONE
12 DATE SIGNED 16 NOV 85
13 ORGN CODE 605
14 NAME, GRADE, SIGNATURE OF ORGANIZATION COMMANDER ROBERT GAGNE, COL, U.S.A.F.

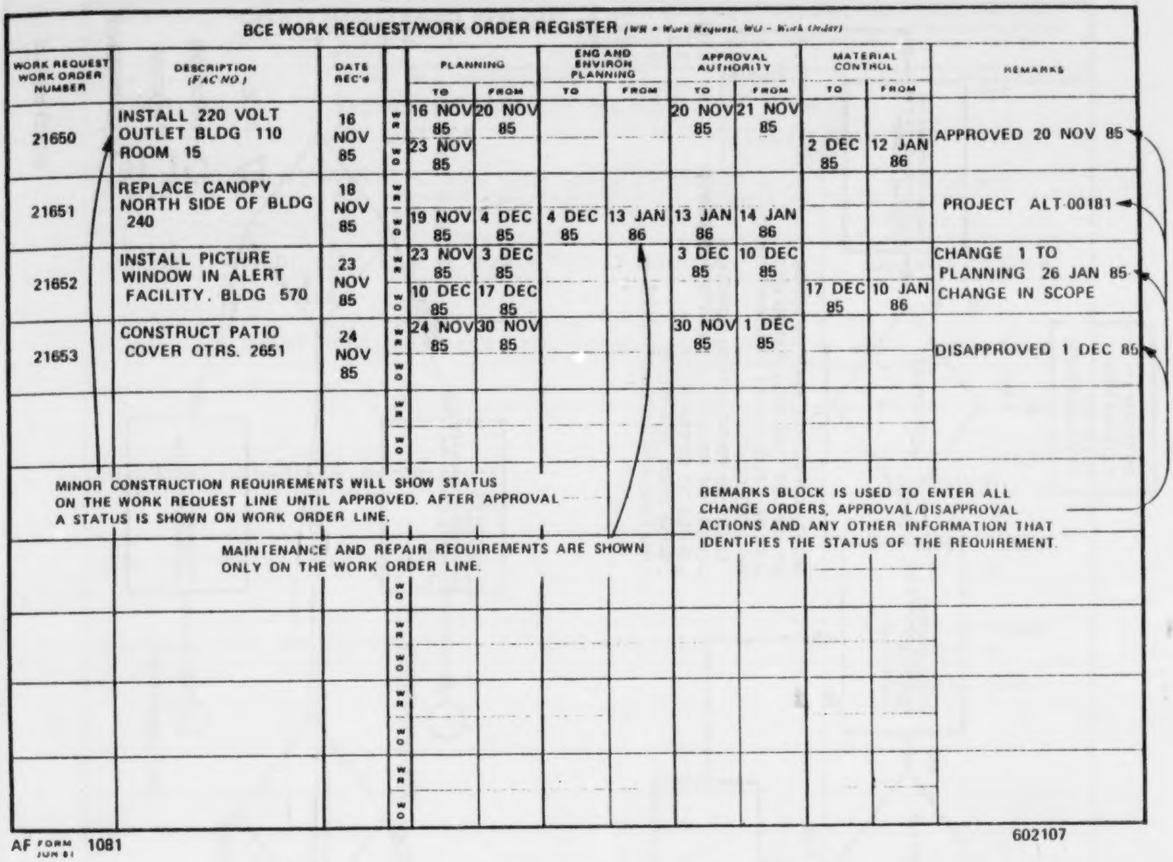
COORDINATION (Office Symbol, Initials and Date)
15 DEF | SE

FOR BCE USE ONLY
16 WORK CLASS MC
17 INSTALLATION PRIORITY II
18 ESTIMATED HRS 100
19 TOTAL ESTIMATED COST $3,750.00
20 ESTIMATED FUNDED COST $1,650.00
21 PROJECT NO 21655
22 JOB ORDER NO

APPROVAL-DISAPPROVAL
23 BCE RECOMMENDATION ☒ APPROVAL ☐ DISAPPROVAL
24 METHOD OF ACCOMPLISHMENT ☐ CONTRACT ☒ IN-SERVICE ☐ SELF HELP
25 DATE SIGNED 4 DEC 85
26 SIGNATURE BASE CIVIL ENGINEER Charles Bopp CHARLES BOPP, COL., U.S.A.F.
27 ACTION TAKEN ☒ APPROVAL ☐ DISAPPROVAL
28 ACCOMPLISHED BY ☐ CONTRACT ☒ IN-SERVICE ☐ SELF HELP
29 DATE SIGNED 4 DEC 85
30 NAME, GRADE, TITLE AND SIGNATURE OF APPROVING AUTHORITY L'D' FOLTS, COL., U.S.A.F. COMMANDER
31 REMARKS
32 Environmental Assessment This project has been reviewed in accordance with AFR 19 2 and
☐ QUALIFIES FOR CATEGORICAL EXCLUSION WITH NO FURTHER ANALYSIS NEEDED
☐ DOES NOT QUALIFY FOR CATEGORICAL EXCLUSION AF FORM 813 IS ATTACHED

AF FORM JAN 85 332 PREVIOUS EDITION WILL BE USED BCE WORK REQUEST (Use AF Form 1135 for Maintenance and Repair Requests) 602107 MASTER FILE COPY

Figure 2–1. AF Form 332.



BCE WORK REQUEST/WORK ORDER REGISTER (WR = Work Request, WO = Work Order)

| WORK REQUEST WORK ORDER NUMBER | DESCRIPTION (FAC NO) | DATE REC'd | | PLANNING | | ENG AND ENVIRON PLANNING | | APPROVAL AUTHORITY | | MATERIAL CONTROL | | REMARKS |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | TO | FROM | TO | FROM | TO | FROM | TO | FROM | |
| 21650 | INSTALL 220 VOLT OUTLET BLDG 110 ROOM 15 | 16 NOV 85 | WR | 16 NOV 85 | 20 NOV 85 | | | 20 NOV 85 | 21 NOV 85 | | | APPROVED 20 NOV 85 |
| | | | WO | 23 NOV 85 | | | | | | 2 DEC 85 | 12 JAN 86 | |
| 21651 | REPLACE CANOPY NORTH SIDE OF BLDG 240 | 18 NOV 85 | WR | | | | | | | | | PROJECT ALT-00181 |
| | | | WO | 19 NOV 85 | 4 DEC 85 | 4 DEC 85 | 13 JAN 86 | 13 JAN 86 | 14 JAN 86 | | | |
| 21652 | INSTALL PICTURE WINDOW IN ALERT FACILITY. BLDG 570 | 23 NOV 85 | WR | 23 NOV 85 | 3 DEC 85 | | | 3 DEC 85 | 10 DEC 85 | | | CHANGE 1 TO PLANNING 26 JAN 85 |
| | | | WO | 10 DEC 85 | 17 DEC 85 | | | | | 17 DEC 85 | 10 JAN 86 | CHANGE IN SCOPE |
| 21653 | CONSTRUCT PATIO COVER QTRS. 2651 | 24 NOV 85 | WR | 24 NOV 85 | 30 NOV 85 | | | 30 NOV 85 | 1 DEC 85 | | | DISAPPROVED 1 DEC 85 |
| | | | WO | | | | | | | | | |
| | | | WR | | | | | | | | | |
| | | | WO | | | | | | | | | |
| | | | WO | | | | | | | | | |
| | | | WR | | | | | | | | | |
| | | | WO | | | | | | | | | |
| | | | WR | | | | | | | | | |
| | | | WO | | | | | | | | | |
| | | | WR | | | | | | | | | |
| | | | WO | | | | | | | | | |

MINOR CONSTRUCTION REQUIREMENTS WILL SHOW STATUS ON THE WORK REQUEST LINE UNTIL APPROVED. AFTER APPROVAL A STATUS IS SHOWN ON WORK ORDER LINE.

MAINTENANCE AND REPAIR REQUIREMENTS ARE SHOWN ONLY ON THE WORK ORDER LINE.

REMARKS BLOCK IS USED TO ENTER ALL CHANGE ORDERS, APPROVAL/DISAPPROVAL ACTIONS AND ANY OTHER INFORMATION THAT IDENTIFIES THE STATUS OF THE REQUIREMENT.

AF FORM JUN 81 1081

602107

Figure 2-2. AF Form 1081.

*c*. Self-help work, requester performs the work and provides the personnel or materials, requests are processed in accordance with AFR 85-1, Chapter 9.

**Base Civil Engineer (BCE) Real Property Maintenance Request, AF Form 1135.** AF Form 1135 (fig. 2-4) is used to identify routine maintenance or repair requirements that do not meet the emergency criteria for a service call or are not urgent in nature. It also is used for all work not covered by the AF Form 332.

The AF Form 1135 is for routine maintenance. It does not require coordination through as many channels as the "332." Normally, it is signed by the requester (building manager) and is forwarded through your office to CE for in-house coordination and approval.

The form should be prepared in three copies. Multiple requests may be submitted on each form; however, each item of work must be described and any sketches or diagrams attached.

The CSU reviews the form the same as for the "332." The CSU enters the date received and decides if any of the items of work can be done by job order. If an item can be done by job order, the job order and estimated completion date are annotated on the form.

Requests for work that cannot be done by a job order are given to the chief of the production control center to decide on the proper method.

After a decision is made about each item of work on the AF Form 1135, the CSU completes item 10 and tells the requester about the status of the work. The first copy of the form is returned to the requester with the details and the original is filed for 1 year from the date of receipt.

**Work Order Priority Listing.** This listing can be a computerized product derived from BEAMS or it can be a manually prepared list of your work requests. It may be difficult for you to get CE to run you a priority list through the BEAMS, because the product will show all CE work requests not just yours.

This listing is used to show the facilities that you have work requests on, the CE job/work order number, status of the work order, summary of the work requested and etc. This information is vital for justifying and "standing up" for your requests at the facilities utilization board (FUB).

**Exercises (207):**

1. What is the purpose of an AF Form 332?

2. Who signs AF Forms 332?

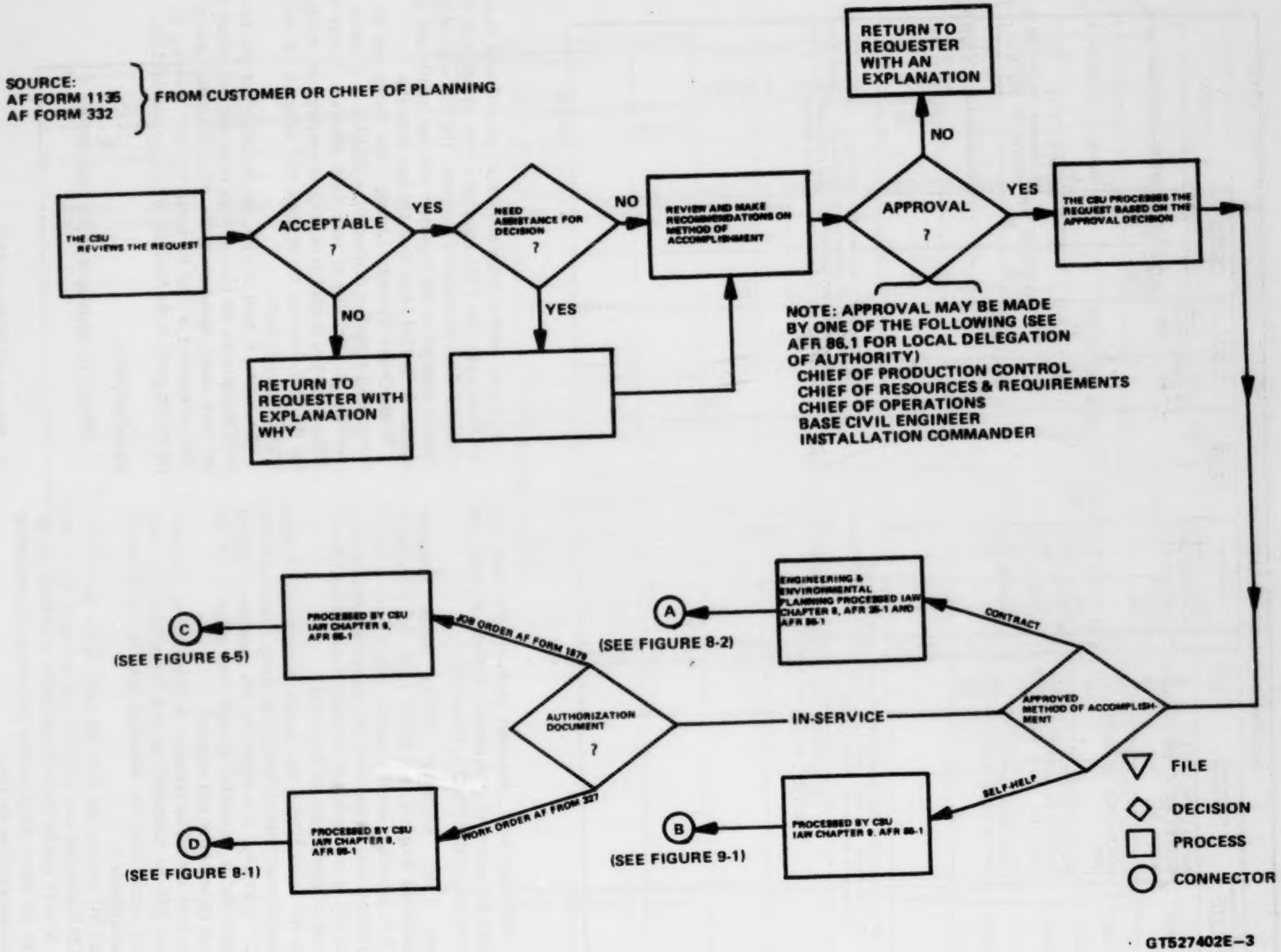
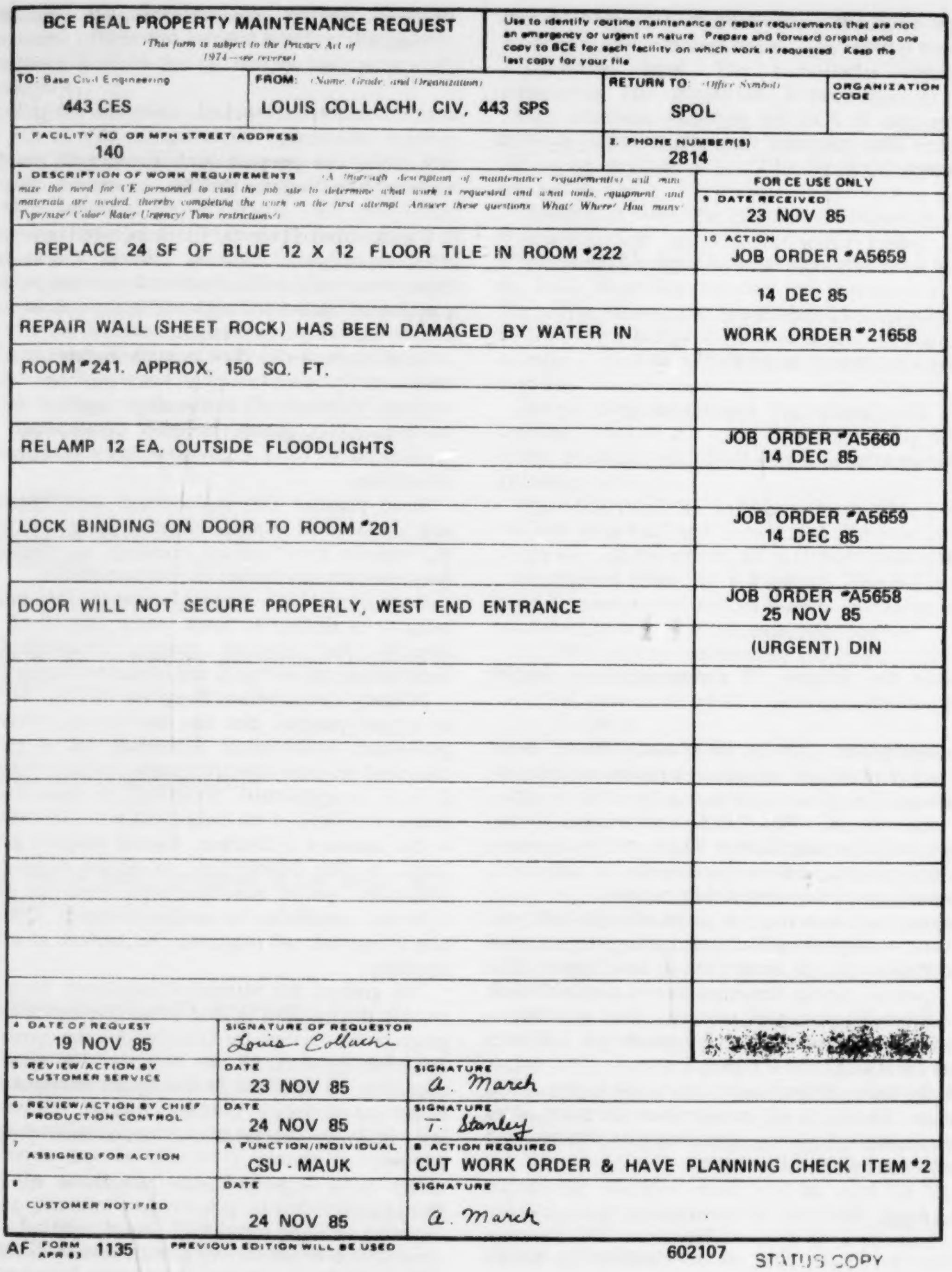

SOURCE:
AF FORM 1135
AF FORM 332
FROM CUSTOMER OR CHIEF OF PLANNING
THE CSU REVIEWS THE REQUEST
ACCEPTABLE ?
YES
NO
RETURN TO REQUESTER WITH EXPLANATION WHY
NEED ASSISTANCE FOR DECISION ?
NO
YES
REVIEW AND MAKE RECOMMENDATIONS ON METHOD OF ACCOMPLISHMENT
APPROVAL ?
NO
RETURN TO REQUESTER WITH AN EXPLANATION
YES
THE CSU PROCESSES THE REQUEST BASED ON THE APPROVAL DECISION
NOTE: APPROVAL MAY BE MADE BY ONE OF THE FOLLOWING (SEE AFR 86.1 FOR LOCAL DELEGATION OF AUTHORITY)
CHIEF OF PRODUCTION CONTROL
CHIEF OF RESOURCES & REQUIREMENTS
CHIEF OF OPERATIONS
BASE CIVIL ENGINEER
INSTALLATION COMMANDER
APPROVED METHOD OF ACCOMPLISHMENT
CONTRACT
ENGINEERING & ENVIRONMENTAL PLANNING PROCESSED IAW CHAPTER 6, AFR 85-1 AND AFR 86-1
A
(SEE FIGURE 8-2)
IN-SERVICE
SELF-HELP
PROCESSED BY CSU IAW CHAPTER 9, AFR 85-1
B
(SEE FIGURE 9-1)
AUTHORIZATION DOCUMENT ?
JOB ORDER AF FORM 1879
PROCESSED BY CSU IAW CHAPTER 8, AFR 85-1
C
(SEE FIGURE 6-5)
WORK ORDER AF FROM 327
PROCESSED BY CSU IAW CHAPTER 8, AFR 85-1
D
(SEE FIGURE 8-1)
FILE
DECISION
PROCESS
CONNECTOR
GT527402E-3

Figure 2-3. BCE written work request flow chart.



**BCE REAL PROPERTY MAINTENANCE REQUEST**
*(This form is subject to the Privacy Act of 1974—see reverse)*

Use to identify routine maintenance or repair requirements that are not an emergency or urgent in nature. Prepare and forward original and one copy to BCE for each facility on which work is requested. Keep the last copy for your file.

| | | | |
|---|---|---|---|
| **TO:** Base Civil Engineering<br>443 CES | **FROM:** *(Name, Grade, and Organization)*<br>LOUIS COLLACHI, CIV, 443 SPS | **RETURN TO:** *(Office Symbol)*<br>SPOL | **ORGANIZATION CODE** |
| 1. FACILITY NO OR MFH STREET ADDRESS<br>140 | | 2. PHONE NUMBER(S)<br>2814 | |

| | |
|---|---|
| 3. DESCRIPTION OF WORK REQUIREMENTS *(A thorough description of maintenance requirement(s) will minimize the need for CE personnel to visit the job site to determine what work is requested and what tools, equipment and materials are needed, thereby completing the work on the first attempt. Answer these questions: What? Where? How many? Type/size? Color? Rate? Urgency? Time restrictions?)* | FOR CE USE ONLY<br>9. DATE RECEIVED<br>23 NOV 85 |
| REPLACE 24 SF OF BLUE 12 X 12 FLOOR TILE IN ROOM #222 | 10. ACTION<br>JOB ORDER #A5659 |
| | 14 DEC 85 |
| REPAIR WALL (SHEET ROCK) HAS BEEN DAMAGED BY WATER IN | WORK ORDER #21658 |
| ROOM #241. APPROX. 150 SQ. FT. | |
| | |
| RELAMP 12 EA. OUTSIDE FLOODLIGHTS | JOB ORDER #A5660<br>14 DEC 85 |
| | |
| LOCK BINDING ON DOOR TO ROOM #201 | JOB ORDER #A5659<br>14 DEC 85 |
| | |
| DOOR WILL NOT SECURE PROPERLY, WEST END ENTRANCE | JOB ORDER #A5658<br>25 NOV 85 |
| | (URGENT) DIN |
| 4. DATE OF REQUEST<br>19 NOV 85 | SIGNATURE OF REQUESTOR<br>Louis Collachi |

| | | |
|---|---|---|
| 5. REVIEW/ACTION BY CUSTOMER SERVICE | DATE<br>23 NOV 85 | SIGNATURE<br>A. March |
| 6. REVIEW/ACTION BY CHIEF PRODUCTION CONTROL | DATE<br>24 NOV 85 | SIGNATURE<br>T. Stanley |
| 7. ASSIGNED FOR ACTION | A. FUNCTION/INDIVIDUAL<br>CSU - MAUK | B. ACTION REQUIRED<br>CUT WORK ORDER & HAVE PLANNING CHECK ITEM #2 |
| 8. CUSTOMER NOTIFIED | DATE<br>24 NOV 85 | SIGNATURE<br>A. March |

AF FORM APR 83 1135 PREVIOUS EDITION WILL BE USED 602107

STATUS COPY

Figure 2–4. AF Form 1135.

3. Explain the actions taken by the CSU when a work request is received.

4. Explain the priorities that are assigned to work requests.

5. What is the difference between work and job orders?

6. What is the purpose of AF Form 1135?

7. Who signs the AF Form 1135?

8. Relate work requests to the priority listing.

### 208. State the purpose of communications service requests.

**Communications Service Requests.** These work requests are primarily for telephone installation, removal, or movement. The governing directive for communication service requests is AFR 700-3, *Information System Requirements Processing*. Submit all of your requirements to your local communications squadron on AF Form 3215, Information Systems Requirements Document.

Make sure these work requests are coordinated with your office, because they will affect your facility diagrams and surveys. Prepare the AF Form 3215 in three copies. The Comm Squadron handles these requests in much the same way as CE handles your work requests. They give them a work order number survey them for feasibility, and enter them into a planning cycle if appropriate.

Track the status of these request the same as you do CE work orders. The DCM will need to know the status of his or her communications requirements before the communication board ($C_3R$) meeting.

**Exercises (208):**

1. What is the purpose of communication service requests?

2. What publication governs communciation requests?

3. What form is prepared to request communications work?

### 209. State the purpose and makeup of the Military Construction Program (MCP)

**Construction Projects.** Civil engineering work is any effort expended in the care, upkeep, construction, and improvement of Air Force real and installed property. For purposes of control and approval, this work is subdivided into the following classifications:

***Basic purpose (N)–New mission support.*** Includes all construction projects to support a new mission.

***Basic purpose (C)–continuing support of current missions.*** This group includes construction projects justified on the basis of missions currently assigned to the installation.

***Basic purpose (M)–replacement and upgrading of existing facilities or modernization.*** Projects in this group will improve the efficiency, economy, or effectiveness of functions currently housed on your installation.

***Basic purpose (S)–support functions.*** This construction category is limited to funds which HQ USAF requests annually for program design, unspecified minor construction, access roads, and minor land acquisition.

**Military Construction Program (MCP).** The MCP is an annual program that has two phases. Phase I is a preliminary requirements submission that is part of the command program objectives memorandum (POM). Phase II is a comprehensive submittal of requirements that become the basis of the budget estimate submission (BES) to the Secretary of Defense. Annual program guidance is issued by HQ USAF/LEEP to all the MAJCOMs and establishes specific submittal dates, describes data to be submitted, establishes the number of copies of the materiel that is required, and prescribes the methods of information assembly.

The goal of the Military Construction Program is to provide the facilities needed to support our mission. This program must reflect the facilities that the command feels are necessary to do its job. The need for replacement or upgrading facilities as well as weapons and mission support items are reviewed in this program. Then they are integrated into recommended construction programs by priority.

HQ USAF expresses MCP projects in the following groupings:

***Systems acquisition.*** This group includes all construction work in the basic purpose (N) category. It does not include construction defined in the readiness group (described below) or basic purpose (C) and (M) type work.

***Readiness.*** Includes work in basic purpose (N) or (C) categories. These projects concentrate on improving overseas combat readiness in such areas a POL facilities, ammunition storage, aircraft shelters, collocated operating bases (COBs), air field pavements, and facilities to support the rapid deployment joint task forces (RDJTF).

***Quality of life.*** Includes all medical facilities, unaccompanied officer and enlisted housing, dining halls, and community facilities that fall into the basic purpose (C) or (M) category.

***Upgrading the workplace.*** Includes construction in basic purpose (C) or (M) categories for operational, training, maintenance, supply, and administrative type facilities.

The basic documents required in both phases of the annual MCP submittal are DD Forms 1391 and 1391c. Preparing the DD Form 1391 and 1391c is the most important step in the MCP process. These forms explain and justify your requirements. Take great care when preparing them. They are used at all levels in the Air Force, the Office of the Secretary of Defense (OSD), the Office of Management and Budget (OMB), and the Congress. Figures 2-5 and 2-6 are examples of these two forms. Refer to AFR 86–1, *Programming Civil Engineering Resources*, Vol 1, *Appropriated Fund Resources*, Chapter 4 for detailed preparation instructions.

**Exercises (209):**

1. What are the major subdivisions of CE work? Briefly describe each.

2. What is the purpose of the military construction program?

3. How are MCP projects grouped?

4. What are the basic documents in the annual MCP submission?

## 2-3. Facilities Utilization Board (FUB)

Civil engineering support on Air Force installations represents a significant amount of the funds received each year by the Air Force. Generally, the requirements to support our installations exceed the resources available. So, it is imperative that we effectively manage the resources available. To assist civil engineering in establishing, determining priorities and meeting customer needs, each base has a facilities board. This board provides corporate review and recommendations about the use of real property facilities and civil engineering resources in support of the mission.

### 210. Cite the Facilities Utilization Board responsibilities as associated with facility reports.

**FUB Membership.** The commander of each MAJCOM and the commander of each installation establishes a facilities board. Single installation commands or separate operating agencies (SOAs) may establish either an installation or a command board.

***MAJCOM level.*** The commander appoints the chairperson. The chairperson, in turn, appoints the other voting members, including the DCS of engineering and services and other major function staffs as needed. Nonvoting members also will be appointed as required by the chairperson.

***Installation level.*** The installation commander serves as chairperson and appoints the other voting members representing the installation's major functions, including the BCE. Nonvoting members are appointed as needed. The voting members at installation level are normally the Deputy Commanders for Maintenance, Operations, and Resources, the Base Commander, and the Base Civil Engineer.

**Board Responsibilities.** The board will meet as required. To assist the board in accomplishing day-to-day liaison or special studies, the chairperson may establish a working panel(s).

***MAJCOM level.*** As necessary, the board will validate, establish priorities, and recommend approval for facility programs.

***Installation level.*** As a minimum, the following real property management actions must be presented for board validation, priority determination, and approval:

(1) Real property maintenance and repair projects above BCE approval authority.

(2) MC projects above BCE approval authority.

(3) The MCP.

(4) The military family housing (MFH) program for maintenance and repair, and post-acquisition construction.

(5) Use of existing facilities. Annually, space use versus space authorized will be briefed by category code. Special emphasis will be placed on consolidation and compression of existing functions to reduce O and M expenditures and energy consumption, and ensure deactivation and disposal of substandard facilities. Space allowances are based on AFM 86–2, *Standard Facility Requirements*.

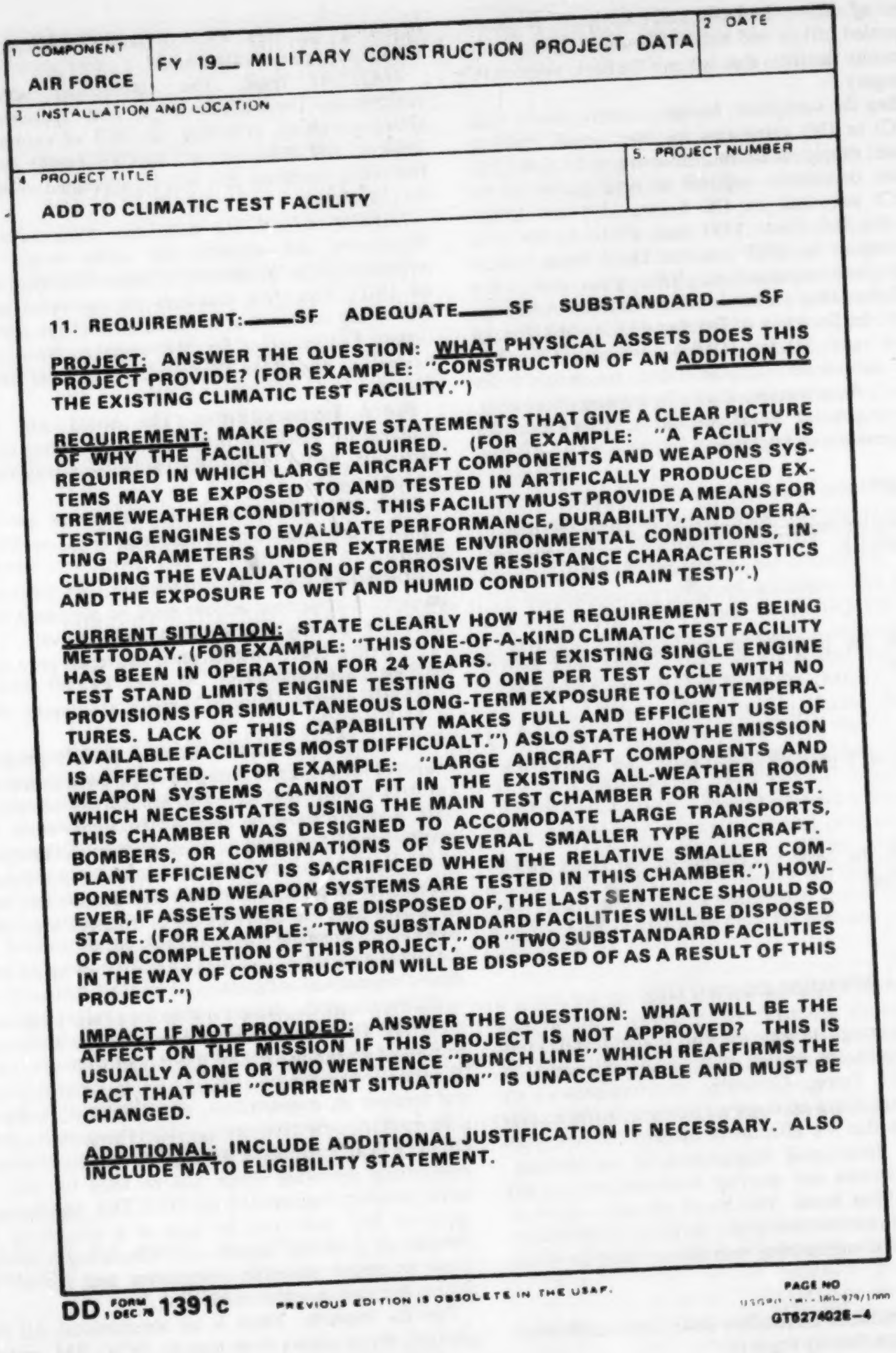
(6) Base Development Plan as prescribed by AFR 86–4, *Base Comprehensive Planning*.

(7) Proposed acquisition or disposal of real property.

NOTE: The normal day-to-day BCE operation will be performed according to AFR 85–10 and AFR 85–1. It may be necessary to have the board validate, assign priorities and approve all maintenance, repair and MC work to be done in-service by civil engineering. For each fiscal year, not more than 5 percent of the total direct hours of all civil engineering operation shops will be used for MC work unless a waiver is granted by the MAJCOM. The backlog of approved MC work will be kept at a reasonable level considering planning, supply, and scheduling leadtime to avoid excessive materials inventories and permit work accomplishment in a reasonable time.

**Facility Reports.** There is no standardized Air Force guidance for preparing these reports. DCM, RM, and wing commanders have their own desires as far as the information to be provided.

One thing that is standard is the purpose of the reports. They are used to justify and substantiate facility use, modification, repair, etc. Make sure your reports contain all



| | | |
|---|---|---|
| 1 COMPONENT<br>AIR FORCE | FY 19__ MILITARY CONSTRUCTION PROJECT DATA | 2 DATE |
| 3 INSTALLATION AND LOCATION | | |
| 4 PROJECT TITLE<br>ADD TO CLIMATIC TEST FACILITY | | 5. PROJECT NUMBER |

11. REQUIREMENT:____SF ADEQUATE____SF SUBSTANDARD____SF

PROJECT: ANSWER THE QUESTION: WHAT PHYSICAL ASSETS DOES THIS PROJECT PROVIDE? (FOR EXAMPLE: "CONSTRUCTION OF AN ADDITION TO THE EXISTING CLIMATIC TEST FACILITY.")

REQUIREMENT: MAKE POSITIVE STATEMENTS THAT GIVE A CLEAR PICTURE OF WHY THE FACILITY IS REQUIRED. (FOR EXAMPLE: "A FACILITY IS REQUIRED IN WHICH LARGE AIRCRAFT COMPONENTS AND WEAPONS SYSTEMS MAY BE EXPOSED TO AND TESTED IN ARTIFICALLY PRODUCED EXTREME WEATHER CONDITIONS. THIS FACILITY MUST PROVIDE A MEANS FOR TESTING ENGINES TO EVALUATE PERFORMANCE, DURABILITY, AND OPERATING PARAMETERS UNDER EXTREME ENVIRONMENTAL CONDITIONS, INCLUDING THE EVALUATION OF CORROSIVE RESISTANCE CHARACTERISTICS AND THE EXPOSURE TO WET AND HUMID CONDITIONS (RAIN TEST)".)

CURRENT SITUATION: STATE CLEARLY HOW THE REQUIREMENT IS BEING MET TODAY. (FOR EXAMPLE: "THIS ONE-OF-A-KIND CLIMATIC TEST FACILITY HAS BEEN IN OPERATION FOR 24 YEARS. THE EXISTING SINGLE ENGINE TEST STAND LIMITS ENGINE TESTING TO ONE PER TEST CYCLE WITH NO PROVISIONS FOR SIMULTANEOUS LONG-TERM EXPOSURE TO LOW TEMPERATURES. LACK OF THIS CAPABILITY MAKES FULL AND EFFICIENT USE OF AVAILABLE FACILITIES MOST DIFFICUALT.") ASLO STATE HOW THE MISSION IS AFFECTED. (FOR EXAMPLE: "LARGE AIRCRAFT COMPONENTS AND WEAPON SYSTEMS CANNOT FIT IN THE EXISTING ALL-WEATHER ROOM WHICH NECESSITATES USING THE MAIN TEST CHAMBER FOR RAIN TEST. THIS CHAMBER WAS DESIGNED TO ACCOMODATE LARGE TRANSPORTS, BOMBERS, OR COMBINATIONS OF SEVERAL SMALLER TYPE AIRCRAFT. PLANT EFFICIENCY IS SACRIFICED WHEN THE RELATIVE SMALLER COMPONENTS AND WEAPON SYSTEMS ARE TESTED IN THIS CHAMBER.") HOWEVER, IF ASSETS WERE TO BE DISPOSED OF, THE LAST SENTENCE SHOULD SO STATE. (FOR EXAMPLE: "TWO SUBSTANDARD FACILITIES WILL BE DISPOSED OF ON COMPLETION OF THIS PROJECT," OR "TWO SUBSTANDARD FACILITIES IN THE WAY OF CONSTRUCTION WILL BE DISPOSED OF AS A RESULT OF THIS PROJECT.")

IMPACT IF NOT PROVIDED: ANSWER THE QUESTION: WHAT WILL BE THE AFFECT ON THE MISSION IF THIS PROJECT IS NOT APPROVED? THIS IS USUALLY A ONE OR TWO WENTENCE "PUNCH LINE" WHICH REAFFIRMS THE FACT THAT THE "CURRENT SITUATION" IS UNACCEPTABLE AND MUST BE CHANGED.

ADDITIONAL: INCLUDE ADDITIONAL JUSTIFICATION IF NECESSARY. ALSO INCLUDE NATO ELIGIBILITY STATEMENT.

DD FORM 1 DEC 76 1391c PREVIOUS EDITION IS OBSOLETE IN THE USAF.

PAGE NO

USGPO [illegible] 180-979/1000

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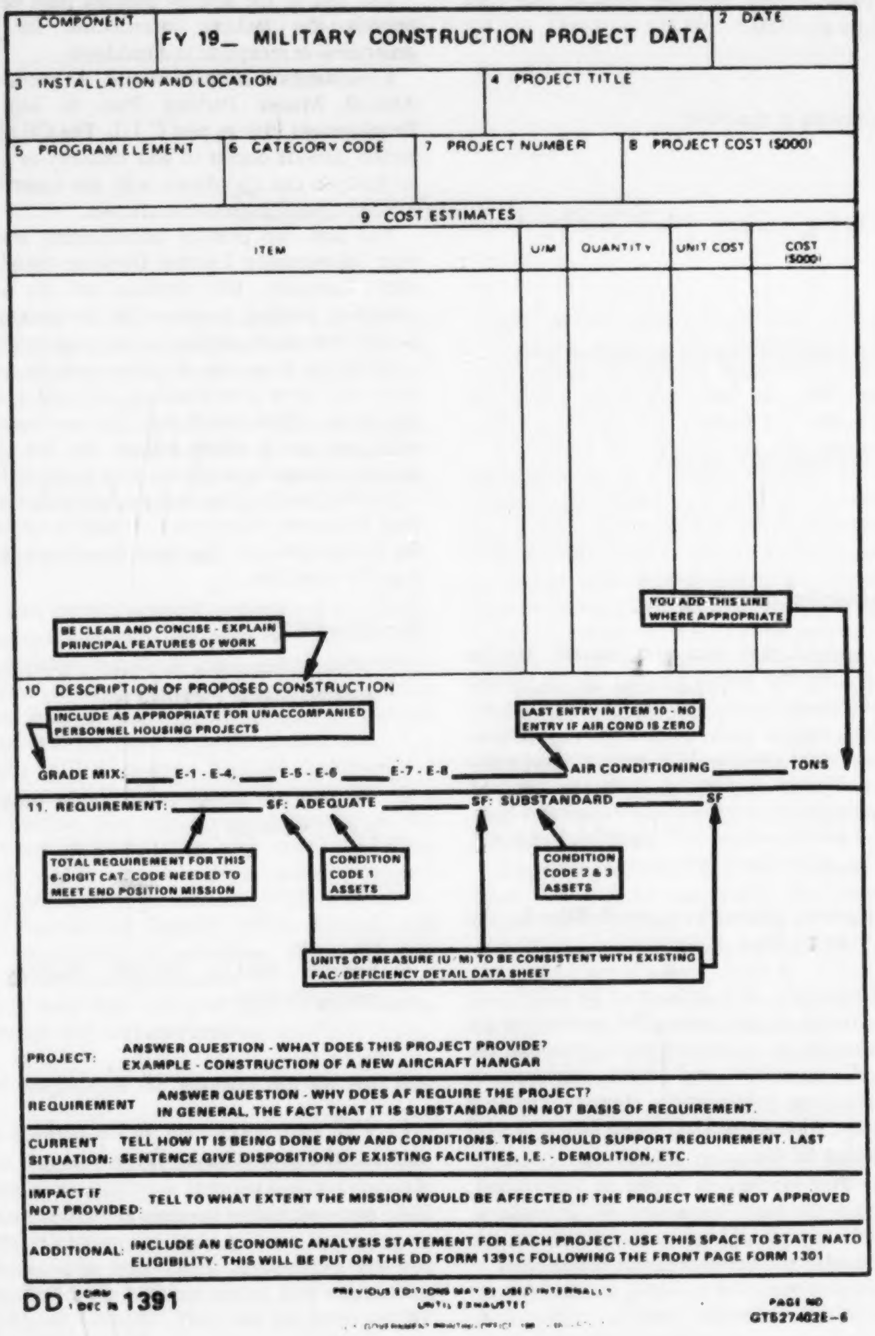
Figure 2–5. Sample, DD Form 1391.



| | | |
|---|---|---|
| 1 COMPONENT | FY 19_ MILITARY CONSTRUCTION PROJECT DATA | 2 DATE |

| | |
|---|---|
| 3 INSTALLATION AND LOCATION | 4 PROJECT TITLE |

| | | | |
|---|---|---|---|
| 5 PROGRAM ELEMENT | 6 CATEGORY CODE | 7 PROJECT NUMBER | 8 PROJECT COST ($000) |

9 COST ESTIMATES

| ITEM | U/M | QUANTITY | UNIT COST | COST ($000) |
|---|---|---|---|---|
| | | | | |

YOU ADD THIS LINE WHERE APPROPRIATE

BE CLEAR AND CONCISE - EXPLAIN PRINCIPAL FEATURES OF WORK

10 DESCRIPTION OF PROPOSED CONSTRUCTION

INCLUDE AS APPROPRIATE FOR UNACCOMPANIED PERSONNEL HOUSING PROJECTS

LAST ENTRY IN ITEM 10 - NO ENTRY IF AIR COND IS ZERO

GRADE MIX:____ E-1 - E-4, ____ E-5 - E-6 ____ E-7 - E-8 ________ AIR CONDITIONING ________ TONS

11. REQUIREMENT: ________ SF: ADEQUATE ________ SF: SUBSTANDARD ________ SF

TOTAL REQUIREMENT FOR THIS 6-DIGIT CAT. CODE NEEDED TO MEET END POSITION MISSION

CONDITION CODE 1 ASSETS

CONDITION CODE 2 & 3 ASSETS

UNITS OF MEASURE (U/M) TO BE CONSISTENT WITH EXISTING FAC/DEFICIENCY DETAIL DATA SHEET

**PROJECT:** ANSWER QUESTION - WHAT DOES THIS PROJECT PROVIDE?
EXAMPLE - CONSTRUCTION OF A NEW AIRCRAFT HANGAR

**REQUIREMENT** ANSWER QUESTION - WHY DOES AF REQUIRE THE PROJECT?
IN GENERAL, THE FACT THAT IT IS SUBSTANDARD IN NOT BASIS OF REQUIREMENT.

**CURRENT SITUATION:** TELL HOW IT IS BEING DONE NOW AND CONDITIONS. THIS SHOULD SUPPORT REQUIREMENT. LAST SENTENCE GIVE DISPOSITION OF EXISTING FACILITIES, I.E. - DEMOLITION, ETC.

**IMPACT IF NOT PROVIDED:** TELL TO WHAT EXTENT THE MISSION WOULD BE AFFECTED IF THE PROJECT WERE NOT APPROVED

**ADDITIONAL:** INCLUDE AN ECONOMIC ANALYSIS STATEMENT FOR EACH PROJECT. USE THIS SPACE TO STATE NATO ELIGIBILITY. THIS WILL BE PUT ON THE DD FORM 1391C FOLLOWING THE FRONT PAGE FORM 1301

DD FORM 1 DEC 76 1391

PREVIOUS EDITIONS MAY BE USED INTERNALLY
UNTIL EXHAUSTED

PAGE NO
GT527402E-6

Figure 2–6. Sample, DD Form 1391c.

available information on your facilities, because your boss will refer to them for the FUB.

**Exercises (210):**

1. What is the purpose of the FUB?

2. Who are the voting members of the FUB at installation level?

3. Describe FUB responsibilities at installation level.

4. What is purpose of facility reports?

## 2-4. Aircraft Master Parking Plan

Ordinarily we might not associate aircraft parking requirements with CE. The actual parking of the aircraft and the maintenance done on the parking locations are not CE functions, but dealer with blast fences, lighting, telephone communication systems, POL hydrants, restroom facilities, and the number of parking spots you are. All these things are kept by CE in the Base Development Plan. As logisticians, we are concerned with part C 1.1, Aircraft Master Parking Plan, of the Base Development Plan.

### 211. Specify the logistics planners responsibilities for the Aircraft Master Parking Plan.

**Programs and Mobility.** This division of the DCM staff is the focal point for the parking plan. The reason that we are given this responsibility is because those of us that are assigned to MAL assemble and input maintenance requirements to the base contingency, support, and war planning documents. Aircraft parking capability is a vital part of all our planning efforts.

Our role in the aircraft parking plan development is to provide the tasking information for either aircraft generation or reception and beddown.

**Coordination Requirements.** As mentioned above, the Aircraft Master Parking Plan is kept in the Base Development Plan as part C 1.1. The CE planning function should provide copies to you annually or as changes occur so that you can coordinate with the maintenance activities to ensure that requirements are met.

The first and primary coordinating activity should be your Maintenance Control Division (MAM) of the DCM staff. Normally, this division will do all the work of providing parking locations for the maximum number of aircraft that can be parked and alternatives for planning.

After you have sent the document through MAM, your next step is to coordinate it with all your maintenance squadrons. Then you'll need to coordinate the document with your wing safety officer the fire department, and airfield management office. you are ready to give the DCM a briefing on the plan and get his or her signature on the final document. Now you are ready to return the plan to CE for incorporation in the Base Development Plan. Retain a copy for your files.

**Exercises (211):**

1. What maintenance function is the focal point for the Aircraft Master Parking Plan?

2. The Aircraft Master Parking Plan is part of what basic plan? Name the part.

3. Specify MAL's Aircraft Master Parking Plan responsibilities.

4. Who must coordinate on the parking plan other than maintenance activities?

## CHAPTER 3

# Support Agreements

WHEN WE REFER to the programming functions of logistics, we're talking about monitoring and administering the support agreements program, base level budgeting, and the war reserve materiel program.

In this chapter, we will discuss the types of support agreements and the responsibilities involved in administering the program, as well as the preparation, negotiation, and coordination procedures involved.

### 3-1. Support Agreement Process

The primary purpose of a support agreement is to identify the specific support functions one party will perform for another. Keep in mind that the support provided by either party must conform to the Air Force directives that apply to that support function, and the support agreement must not be used to amend or circumvent a functional directive.

Your logistics office ensures that all base support agreements are prepared and maintained correctly. As a member of this office, you must have information on the units your activity supports. You also need a working knowledge of AFR 11–4, *Host-Tenant Support Responsibilities of USAF Organizations;* DOD 4000.19–R, *Defense Retail Interservice Support (DRIS) Manual;* and AFR 11–21, *Negotiating, Concluding, Reporting and Maintaining International Agreements.*

The Air Force uses three types of support agreements: host-tenant, interservice, and international.

### 212. State the purpose of AF support agreements and cite their use.

**Host-Tenant Support Agreements.** Under a host-tenant support agreement, an activity or element agrees to provide support to another activity or element within the same DOD or other Federal Government agency on a recurring or nonrecurring basis. The host-tenant agreements that you will be concerned with are between active duty units of the Air Force, ANG, or USAFR. They are prepared on AF Form 149, USAF Host-Tenant Support Agreement, according to AFR 11–4. Some examples of host-tenants are: (1) a TAC F–4C squadron is a tenant to a SAC bomber wing; (2) an AFCS communication site in California receives personnel and ration support from a TAC wing in California; and (3) a MAC C–130 provides support, and those same units provide MAC cargo units routine turnaround support.

Before we go into the mechanics of host-tenant support agreements, let's go over some of the basic policies, terms, support policies, and exemptions. Air Force activities use AFR 11–4 as a guide in preparing, negotiating, and coordinating all support agreements between active duty Air Force units and with the ANG and USAFR units authorized to be host or recipients of base support.

According to AFR 11–4, the purpose of a support agreement is to formally identify the specific support functions and related responsibilities to be performed by the host and tenant, to identify the support provided by various base elements, and to specify the responsible organization. A support agreement is merely an agreement between the host and tenant. Remember, the support agreement by itself is not the means to transfer personnel or funds between the parties of the agreement. Other directives prescribe the procedure for such transfers, or the major command can give special guidance to the local units.

A support agreement is not required between units of the same major command unless the host or tenant specifically requests a written agreement. Major commands normally give specific supplemental guidance on agreements between their units.

Support agreements are not intended to supersede any other DOD/USAF document that contains procedural details of functional area support. Support agreements should not prescribe detailed procedures for performance of a function. For example, AFM 67–1 *USAF Supply Manual* prescribes the maintenance for the war readiness spares kit (WRSK); the support agreement only states the responsibilities of the host and tenant for the WRSK.

The host must not abruptly reduce or terminate the level of tenant support approved in a current support agreement. Normally, 6 months' advance notice should be given the tenant if unavoidable reduction in support is anticipated. Reductions in levels of support resulting from reduced availability or resources must be equitably distributed among all affected units of the host and tenant commands.

Host-tenant agreements are not to be used in place of war or contingency plans or to record requirements to support such plans. These requirements should be properly identified in base war readiness plans or war support plans developed specifically for that purpose.

Supplements to AFR 11–4 are authorized, but major commands must ensure that the implementing guidance is consistent with it and that the command supplements do not duplicate its policies and procedures.

Host-tenant agreements are prepared according to basic support policy and exemptions listed in AFR 11–4. It is Air Force policy to eliminate unnecessary duplication of resources by formulating a host-tenant support agreement when an element of one major command is stationed on or near an installation of another major command. Support policy will fall under one of the following categories.

***Consolidation.*** The preferred method of providing support for tenant units is through consolidation of similar support functions, under the host major command.

***Joint use.*** Employ joint use only when consolidation is not feasible due to mobility requirements of the host or tenant. For example, two tactical fighter units may share a maintenance repair facility; but each unit has its own mobility equipment.

***Functional duplication.*** This is permitted only when consolidation or joint use is uneconomical or not practical (such as physical separation of activities) or when mobility requirements dictate.

***Normal functional support responsibilities.*** Attachment 1 to AFR 11–4 is an alphabetical list of functional account codes. Attachment 2 to AFR 11–4 lists the normal functional responsibilities of the host and tenant. The tenant uses the list of functional codes on the AF Form 149 in the initial correspondence with the host to indicate the scope of support being requested and to delineate any deviation from the responsibilities stated in Attachment 2.

***Organizational level.*** Each support agreement is negotiated and coordinated at the lowest organizational level practicable. Normally this is the lowest level of command that has a complete staff and has authority to allocate the resources involved. Most major commands will supplement this area.

***Elements not requiring written support agreements.*** The organizational elements or units listed below do not require written support agreements unless the host gives peculiar or extraordinary support to the tenant. However, in these instances the tenant must comply with AFR 11–4.

*a.* AFROTC detachments or operating locations and AFJROTC operating locations.

*b.* Air Force Special Security Offices.

*c.* Detachments of Aerospace Rescue and Recovery Service.

*d.* Detachments and operating locations of HQ Air Weather Service units or ANG weather flights, when mobilized.

*e.* Detachments and operating locations of the Air Force Audit Agency, Air Force Office of Special Investigation, 1035 Technical Operations Group, and USAF Postal and Courier Service.

*f.* Ground weather squadrons and their detachments.

*g.* Medical and aeromedical evacuation detachments.

*h.* Medical service units (reserve).

*i.* Mobile and field training detachments.

*j.* Students under the AFIT program.

*k.* 1814 Communications Squadron.

*l.* Tenant units assigned for 1 year or less.

*m.* Tenant units of 25 or fewer personnel.

*n.* AFCS communications units with a mission limited to communications-electronics-meteorological (CEM) support of the host base.

*o.* All other USAF tenant units assigned for direct support of the host.

*p.* Command posts established in accordance with AFR 55–23, *USAF Command Posts*.

***Single point of contact.*** Regardless of whether host-tenant agreements are used, tenant units take no action that will affect the inherent overall authority and responsibility of the host for the Air Force image at a base, particularly in such areas as general military discipline, conduct, and appearance. The host issues such regulations in this area as appropriate and required; they are binding on all tenants. At each installation where a command has more than one tenant unit, detachment, or operating location, the command designates the commander of one of its tenant units, preferably the senior officer, to serve as the primary point of contact with the host.

Because there are many aspects to the support provided to the ANG and USAF units, check your command supplement on the policy and exemptions relating to the areas of jurisdiction and command and reimbursement procedures for support provided or received.

**Interservice Support Agreements (ISA).** The interservice support agreement is similar to a host-tenant support agreement except that it is designed to document all actions that result in the provision of support (materiel, facilities, and services) by one DOD component to another DOD component or Federal department/agency. An interservice support agreement is prepared on DD Form 1144, Support Agreement, according to DOD 4000.19–R. Some examples of interservice agreements: (1) an Air Force unit provides PMEL, billeting, and vehicle maintenance support to a U.S. Army unit; (2) a U.S. Navy unit receives support from an Air Force unit in the form of finance, personnel, and training; and (3) an Air Force base provides full aircraft maintenance support to a local FAA office that has an FAA test aircraft.

Many of the policies, terms, and support policies of interservice support agreements are very similar to those of host-tenant agreements. Interservice support agreements are part of an overall program, called Department of Defense Retail Interservice Support (DRIS) Program, which implements DOD 4000.19–R. The DRIS program provides guidance for all DOD components in achieving increased effectiveness and savings through the systematic use of interservice support concepts.

The basic objective of the DRIS program is to provide local commanders with a means of improving operations by promoting the effective use of support and eliminating the unjustified duplication of facilities, service, or functions.

When involved with interservice/interdepartmental support operations abide by these general guidelines.

*a.* Provide support consistent with the capabilities and resources of the supplying activity. If the supplying activity cannot support the receiving activity from available resources, it notifies its major command. The major command provides guidance to the subordinate organization. If the supplying activity's major command decides that it cannot support the tenant within the resources available, the major command of the receiver is notified. The two major commands should work closely to solve the problem, possibly by sharing the combined resources of both major commands.

*b.* Negotiate and execute ISAs delineating specific responsibilities of the supplier and receiver at the lowest practical command level. Command supplements may be issued on this point.

*c.* Be sure agreements contain provisions for triennial reviews to determine if the agreements should be continued, modified, or terminated.

*d.* Prepare interservice agreements under the application of the dominant user concept to the DOD components. This simply means that the host unit with the most facilities will take action to consolidate support capabilities, which should result in a more economical and effective operation for the DOD. If there are any problems between the supplier and receiver that cannot be solved, request action by the major command. That major command will communicate directly with the other major command. Problems that cannot be mutually solved will be sent to the next higher headquarters in the command channel.

*e.* When conducting mobilization or contingency planning, consider using interservice/interdepartmental support arrangements to provide the support and provisions for such support.

*f.* Transfer such resources as personnel, funds, and materiel gained as a result of establishing, modifying, or terminating local support agreements in accordance with governing regulations.

*g.* Do not use ISAs to document transfer of a function/mission from one DOD component to another.

*h.* Initiate DD Form 1144 whenever recurring support from one DOD component to another or from DOD components to Federal departments/agencies outside the DOD is involved regardless of whether the decision has been made that reimbursement is required.

*i.* When an activity of one DOD component is supported by or housed on a facility of another DOD component or Government agency, interservice support is on a reimbursable basis for those identifiable net additional costs incurred over and above the host's costs before the tenant arrives, unless otherwise excepted by the applicable DOD directives or joint regulations. Military labor costs are not reimbursable except as provided for in other directives. Reimbursement is waived and support rendered on a nonreimburseable basis when there is no basis for allocating the cost of the support and when overall economy can be achieved by such action (disbursements less than $100 per quarter).

*j.* When a support agreement is developed between a DOD component and a unit for a Federal department/agency outside the DOD, the DOD component prepares the DD Form 1144, regardless of whether they are the supplying or receiving activity.

*k.* Always complete a cost analysis or economic analysis, as applicable, to document the budget savings or cost avoidance savings to the government as a result of the ISA.

**International Support Agreements.** Anytime we seek or render support to a foreign government, we must have an agreement. An international agreement is any agreement concluded with one or more foreign governments. This includes foreign government agencies or political subdivisions.

The governing directive for an international agreement is AFR 11–21, *Negotiating, Concluding, Reporting and Maintaining International Agreements*. Before you initiate, negotiate, or conclude one of these agreements, you must have written approval from the Secretary of the Air Force (or authorized representative), a delegated head of an organizational element of the Air Force, or a delegated head of another organizational element of the Department of Defense.

Since the chances of your being involved in this process at your level is extremely slim, there's no need to elaborate on those procedures here. Just remember that AFR 11–21 is the governing directive, should the need arise.

**Exercises (212):**

1. Describe a host-tenant support agreement.

2. What does the term consolidation mean as related to support policy?

3. When is joint use support employed?

4. What is the purpose of an interservice support agreement?

5. ISAs are a part of what overall program? Describe the program.

6. What does the dominant user concept mean?

7. What is the purpose of an international support agreement?

8. What is the level of authority to initiate, negotiate, or conclude international support agreements?

9. What publications provide procedures and responsibilities for AF support agreements?

10. How much advance notice is normally given to the tennant if a reduction in support is anticipated?

11. Can a host-tennant agreement be used in place of a plan? Explain your answer.

12. When is functional duplication permitted?

13. When would a tennant unit with 25 assigned personnel require an agreement?

14. What is the purpose of an economic analysis?

### 213. Specify how to prepare and negotiate support agreements.

**Preparation of Support Agreements.** This is your main responsibility. You can make your job easier if you are thoroughly familiar with the procedures for preparation of agreements found in AFR 11–4 and DOD 4000.19–R.

The preparation, negotiation and coordination of both host-tenant and interservice agreements are basically the same. As we cover these procedures, we use "tenant" as synonomous with "receiver" and "host" as synonomous with "supplier."

***Identifying the requirement.*** The first major step in preparing a support agreement is to gather all the available data on the tenant and the support he or she requires. This process will be different for the two major types of agreements: host-tenant and interservice.

A new tenant is authorized support under AFR 11–4. This authorization will normally be in the USAF PD (programming document) or in a MAJCOM programming plan (PP). Where neither of these sources apply, MAJCOM approval is required under AFR 11–4. Each document provides, at a minimum, the designation of the tenant, number of primary aircraft authorization (PAA), and the tenant's major command. A PP is the better source because it normally gives the number of personnel and some information on the support concept involved.

For a new receiver under an interservice agreement, the same basic information is required as for a host-tenant agreement. In this case, however, the authorization for the support is the receiver's certification that the interservice agreement is the cheapest means for the tenant to get support. The information regarding the tenant's official designation, the tenant's major command or intermediate command, the tenant's address (if he or she is off base), and the support required must be provided. For interservice agreements, even more than for host-tenant agreements, the tenant unit will have to be queried about the type and scope of the support to be provided.

Some command supplements to AFR 11–4 and DOD 4000.19–R require an agreement preface. The preface should give the background knowledge required for interpreting the provisions of the agreement. It places in a single section the planning factors upon which the host concurrence in the support is based; that is, number of people, numbers of aircraft, etc. It serves as a key to the major points of the agreement and indicates where in separate attachments planning information can be found. In some cases, it is difficult to gather the information required to prepare this preface. It is felt, however, that the host cannot properly support the tenant unless that information is available for planning purposes.

***Defining the support concept.*** The support concept for a particular agreement is based on the nature of the units involved and their mission. The support concept is basically that the host provides such supplies, services, facilities, and utilities as the tenant requires. Many small support units on an installation (USAF Hospital, Data Automation, Weather, OSI, etc.) depend on the host for support in almost every category of service. However, they require far less support than would an operational unit (weapon system equipped) coming to your installation for support.

In supporting an operational unit, the host unit and the tenant unit should first reach agreement on the basic support involved—that is, the categories of support and in what areas the support will be required. If the two parties cannot agree on this, it is futile to try to settle the details of a support agreement.

The same source that authorized the supportive relationship between the two parties normally provides some guidelines for the support concept. The programming document or plan should indicate the level and categories of support required. In interservice support agreements, the two parties normally start out with specific support categories in mind; however, even here there is often considerable room for doubt as to exactly what each party wants the other to do.

Both the host and tenant units must thoroughly explore the support relationship between them. It is very embarrassing to have just finished negotiating a new support agreement only to find that it omits a key area of support. It is in this respect that a good understanding of the support is helpful. The host support negotiator can offer the tenant is helpful. The host support negotiator can offer the services he or she thinks the tenant may require. There is often a mismatch of expertise in negotiating agreements that makes such an approach highly desirable. Support oriented logistics planners find themselves negotiating with mission or functionally oriented tenant personnel who may have only foggy notions of what support services they require beyond the pressing needs of the day. Host negotiators should try to ensure that all the needs of the tenant are clearly provided for either by them or by another supporting or parent unit.

Negotiators must take great care that there is a clear understanding between the host and tenant concerning their mutual responsibilities regarding funding, facilities, and vehicles. These three subjects cause most of the disagreements between hosts and tenants, particularly the latter two. All agreements, no matter how simple and clear cut and no matter how small the tenant unit, should specify the facilities and the vehicles that the host will provide. Facilities should be specified by building number and square footage. Vehicles should be specified only by type to permit rotation. Interservice agreements should also specify for which services the tenant must fund and reimburse. Clearly specifying the entitlements and obligations in these three areas will prevent misunderstandings and preserve goodwill between the two units.

***Drafting support responsibilities.*** The support responsibilities in the agreement must be "sufficient" to achieve the desired support objectives. For AFR 11–4 agreements, placing a single X in Section V of AF Form 149 means that the support responsibilities will be carried out as specified in an attachment of AFR 11–4. If support responsibilities differ in any way from what is specified in AFR 11–4, a double X is placed in that block. A triple X indicates that the major commands involved have already written an agreement for that particular support category. You then would spell out the support responsibilities in an attachment to the AF Form 149. For interservice agreements, the support responsibilities must be wholly contained in the agreement.

If you find it difficult to determine the support responsibilities, ask yourself whether the support concept has been adequately defined. If it has not, go back to the previous step and work out the concept definition. Also, don't expect to get a perfect agreement with the first draft; but do try to come as close as possible; and be fair to the other party. Prepare a draft that provides the support required in terms and with procedures that are reasonable and likely to be acceptable to both parties. A tenant unit has a right to expect every convenience, service, and consideration routinely provided to components of the host and other tenants.

Try to identify each area in which the tenant has unique problems or special support requirements, and ensure that the text of the agreement adequately provides for or allows for these. Where the solution is not available to the host, help the tenant get the support from another source. In many cases, this may be done by a support agreement between the host and the third party. Never write an agreement (except as interim stopgap) that leaves a tenant with a major support requirement unfulfilled.

The best way to ensure that all required support is provided is to use AF Form 149 as a checklist. In conjunction with this, be sure that "ancillary services" to functions the host is to provide are covered. For example, if the host is to perform vehicle maintenance, normally the host will also obtain the vehicle parts and provide POL support. The host negotiators should ascertain whether the tenant wants these ancillary services and specify them in the agreement.

While agreements should grant the tenant every possible consideration, the tenant should not be given a blank check. In most cases this will not cause a problem; for example, in agreements with very small nonoperational units. However, it can cause problems when the two parties do not have the same concept in mind. The host may intend a recurring low volume of support while the tenant may intend high-surge backup support. Be particularly careful of this with interservice support and with maintenance support in intra-Air Force agreements. Documentation of an estimated manpower impact or estimated reimbursables is one good way to avoid blank checks.

***Drafting financial responsibilities.*** Money is a major concern of everyone. Ensure that the specific provisions of all interservice agreements clearly identify what the tenant pays for and what the tenant receives free. The "free" support consists of two categories: common service and zero net identifiable additional cost. Common servicing is provided in many areas by DOD or Air Force policy and is, by direction, nonreimbursable. Any support is nonreimbursable, however, if no increase in the host unit's cost can be identified.

All costs to be billed to the receiver must be clearly identifiable, both as to the fact that they are reimbursable and as to how the charges will be computed. All charges consist of three elements: labor, material, and overhead.

Labor done by military personnel is not reimbursable. Labor done by civilians is reimbursable only if the space was transferred or for overtime. Agreements should specify that labor charges will be for civilian overtime only.

The tenant must pay for the cost of all parts or material. The cost is the stocklist price or acquisition cost to the supplier, plus any accessorial or administrative costs (See AFR 172–5, *Reimbursement for Accessorial and Administrative Costs)*.

Overhead is a very difficult area to define. The major problem is that unless the host's costs increase, no reimbursement is due. Fixed costs, therefore, are not reimbursable; but indirect variable costs are if they can be identified. Indirect labor costs follow the same logic. Fringe benefits that are available must be included in labor charges.

**Exercises (213):**

1. What forms are used to prepare host-tenant and interservice support agreements?

2. List the main steps in preparing and negotiating support agreements. Briefly explain each.

3. What does a single X in Section V of AF Form 149, USAF Host-Tenant Support Agreements, mean?

4. What does a double X in Section V of AF Form 149 mean?

5. What is the purpose of a preface in an agreement?

6. What publication tells how to prepare an agreement with the Environmental Protection Agency?

7. What data should be in Section VI of AF Form 149?

8. For a host-tenant agreement, who signs Section IV of AF Form 149?

9. In a interservice support agreement, if the effective date is July 1983, how is the effective date shown in Section 6 of DD Form 1144?

10. When is labor identified as reimbursable in a support agreement?

11. Where are the level and categories of required support normally found?

12. What areas of support cause most disagreements between the host and tenant?

13. What action is taken if an agreement has already been written for a particular support category?

### 214. Specify how to negotiate and coordinate support agreements.

**Negotiation.** Agreement negotiators need several things to perform their function. They need a list of OPRs keyed to the function codes on AF Form 149. Figure 3-1 is a list of such codes. They also should have a list of people in the various functions in their unit whom they can contact concerning agreements they are negotiating. The list of contacts will work best if its members are squadron level maintenance supervisors or branch chiefs who are familiar with the technical details of the work.

The best approach to negotiating an agreement is to start with a draft (strawman). This draft may be one submitted to the perspective tenant or one developed locally. It is said that good logistics planners are all plagiarists. This is the easiest, and perhaps the best, way to write an agreement. Find an agreement in file that is similar to the proposed one and copy it. Telephone calls to contacts will help you get sufficient information to determine between alternative approaches in major areas. Trying to draft an agreement can be frustrating, but the whole process is made easier if you prepare a "strawman" first and circulate it for coordination.

The strawman should be routed to every manager who has an interest in the agreement. A good agreements negotiator will have already contacted the agencies most likely to have an input and perhaps obtained an unofficial input that now requires formal coordination. This approach has the major advantage of showing other interested offices of collateral responsibility (OCR) inputs that would otherwise either by-pass them or require a second coordination cycle. Thus, the use of informal preliminary coordination can smooth the formal coordination. Remember, the efficiency of the whole process depends on (1) accurately identifying the managers who have an interest, (2) incorporating their inputs into the agreement, and (3) ensuring that coordination cycle inputs have themselves been adequately coordinated. Every experienced staff officer has at some time been in a situation in which one staff function has taken a position that a second considers disadvantageous to its efficiency. These in-house disputes must be resolved before the agreement can be finalized.

Figure 3-2 shows the staffing cycle for an agreement. The agreement must be coordinated within each of the four or more parties involved (local host unit, local tenant unit, host approving authority, tenant-approving authority). These positions may differ from command to command. You will have to ask local authorities for this information. This coordination takes a great deal of time, and you must allow for it.

**Coordination Techniques.** The techniques you use to coordinate an agreement should fit the situation. A meeting or planning conference can be useful, but the trick is to get the right people to the meeting. The wrong people can either have too high a level of supervision (they will either not provide useful inputs without consulting their staffs or, more serious, provide an "off-the-cuff" input that may not accurately reflect the true requirement) or too low a level of supervision (they either won't commit themselves, are too functionally narrow, or are unaware of the "big picture"). Having too many managers at a meeting also can seriously undermine its usefulness. A series of short, informal, one-on-one meetings between the negotiator and the individual managers generally works best.

Formal coordination itself can be very complicated. You may get coordination from agencies that have had no formal input. These agencies' informal, or even formal, inputs help to ensure that everyone has concurred with all aspects of the agreement. It is far better to get unnecessary concurrances than to possibly neglect a function with a significant input.

The easiest way to coordinate an agreement is to use a standard form letter with all the office symbols on it. Attach the strawman and send the whole package to reproduction for multiple copies. Such a shotgun approach is far superior to "in-turn" type correspondence except in the most perfunctory agreements and in the smallest units. The major flaws of in-turn correspondence are that (1) it takes a long time, (2) the agreement does not always go to all the necessary subfunctions, and (3) it gets lost easily. A shotgun approach means that the entire agreement can be coordinated in the time it takes a single function to

## RECOMMENDED STAFF COORDINATION CHART

(KEYED TO AF FORM 149)

| CODE | FUNCTIONAL ACCOUNT | HQ OPR | WING/GROUP OPR |
|---|---|---|---|
| 1010 | COMMAND | DO | CC |
| 1020 | JUDGE ADVOCATE | JA | JA |
| 1040 | INFORMATION | OI | OI |
| 105X | CHAPLAIN | HC | HC |
| 106X | SAFETY | SE | SE |
| 11XX | ADMINISTRATION | DA | DA |
| 1251 | BASE PROCUREMENT | LG | LGP |
| 1502 | NONAPPROPRIATED FUND ACT FISCAL CONTROL OFFICE | AC | ACC |
| 151X | ACCOUNTING AND FINANCE | AC | ACF |
| 1520 | MANAGEMENT ANALYSIS | AC | ACM |
| 1530 | BUDGET | AC | ACB |
| 154X | DATA AUTOMATION | AD | ACD |
| 162X | CONSOLIDATED BASE PERSONNEL OFFICE (CBPO) | DP | DPM |
| 167X | " " " " " | DP | DPM |
| 1680 | CIVILIAN PERSONNEL | DP | DPC |
| 1697 | SOCIAL ACTIONS OFFICE | DP | SL |
| 21XX | CHIEF OF MAINTENANCE | LG | MA |
| 2110 | QUALITY CONTROL | LG | MAQ |
| 2120 | MAINTENANCE CONTROL | LG | MAM |
| 22XX | ORGANIZATIONAL MAINTENANCE | LG | MAO |
| 23XX | INTERMEDIATE MAINTENANCE | LG | MAF |
| 2315 | SURVIVAL EQUIPMENT MAINTENANCE | LG | MAF |
| 2340 | AEREOSPACE GROUND EQUIPMENT MAINTENANCE | LG | MAF |
| 2400 | AVIONICS MAINTENANCE | LG | MAA |
| 2450 | PRECISION MEASUREMENT EQUIPMENT LAB | LG | MAA |
| 25XX | MUNITIONS MANAGEMENT | LG | MAW |
| 2530 | EXPLOSIVE ORDNANCE DISPOSAL (EOD) | LG | MAW |
| 2600 | GROUND CEM MAINTENANCE | LG/DC | Comm Sq |
| 3130 | SYNTHETIC TRAINER | DO | DOT |
| 3270 | BASE AUDIOVISUAL SUPPORT | DO | OTG |
| 3274 | GRAPHIC ARTS | DO | AC |
| 35XX | INTELLIGENCE COLLECTION | IN | INO |
| 38XX | GROUND COMM/ELECTRONICS | DC | Comm Sq |
| 41XX | BASE SUPPLY | LG | LGS |
| 42XX | TRANSPORTATION (LESS 4230) | LG | LGT |
| 4230 | AERIAL PORT AIR TERMINAL SERVICE | LG | LGT |
| 43XX | SECURITY POLICE | IG | SP |
| 44XX | CIVIL ENGINEERING | DE | DE |
| 45XX | SPECIAL SERVICES | DP | SS |
| 4550 | EDUCATION SERVICES | DP | DPT |
| 46XX | SERVICES | DE | SV |
| 4710 | BASE OPERATIONS | DO | OTB |
| 472X | FLIGHT OPERATIONS | DO | DO |
| 4721 | CONSOLIDATED FLIGHT RECORDS | DO | DOT |
| 473X | GROUND TRAINING | DO | OTG |
| 4750 | BASE PLANS | DO | DO |
| 4751 | DISASTER PREPAREDNESS | DO | OTD |
| 4992 | MORTUARY | DE | SV |
| 5XXX | MEDICAL | SG | Hosp |

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Figure 3–1. Recommended staff coordination chart.

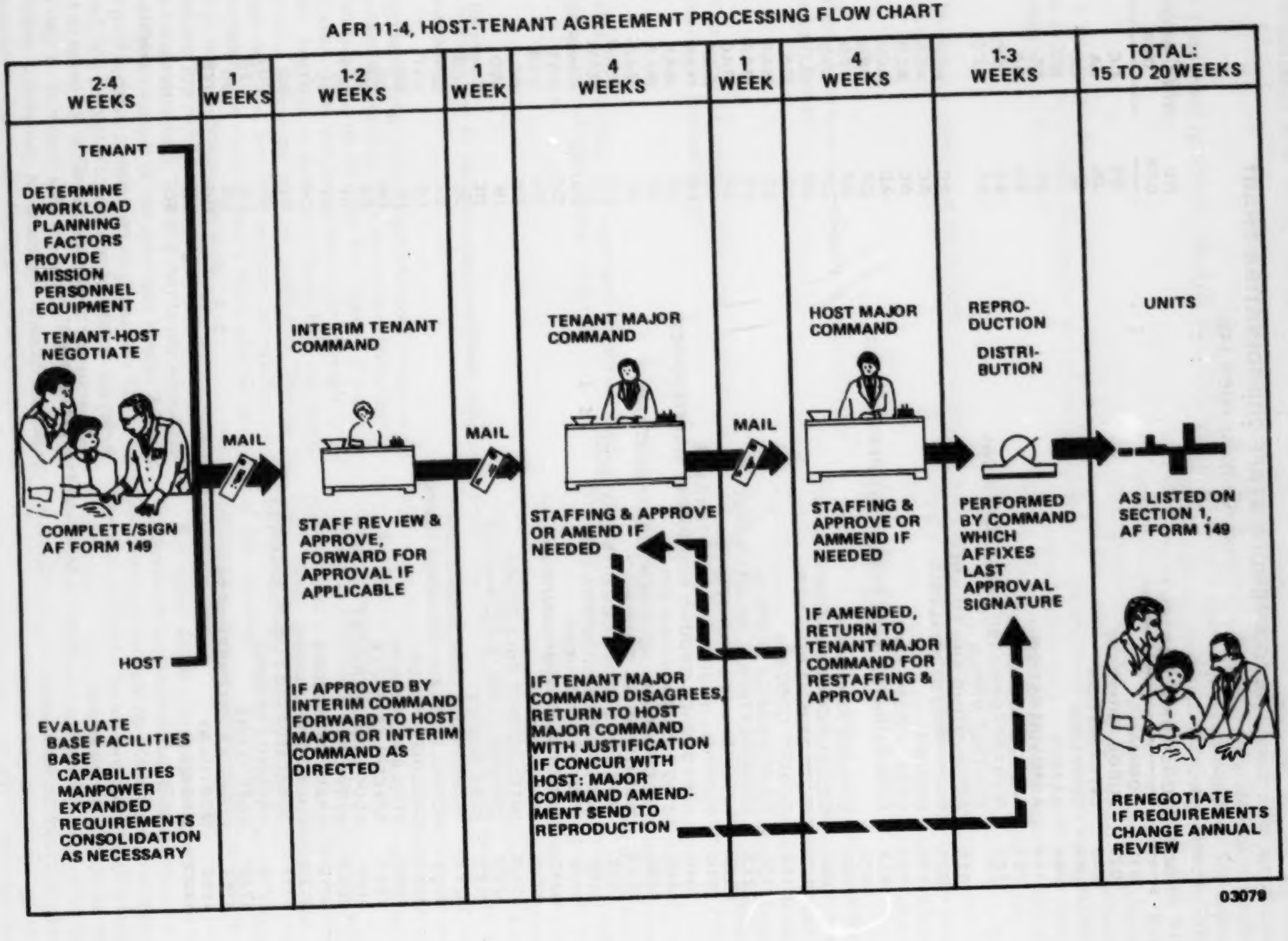

AFR 11-4, HOST-TENANT AGREEMENT PROCESSING FLOW CHART
2-4 WEEKS
1 WEEKS
1-2 WEEKS
1 WEEK
4 WEEKS
1 WEEK
4 WEEKS
1-3 WEEKS
TOTAL: 15 TO 20 WEEKS
TENANT
DETERMINE WORKLOAD PLANNING FACTORS
PROVIDE MISSION PERSONNEL EQUIPMENT
TENANT-HOST NEGOTIATE
COMPLETE/SIGN AF FORM 149
HOST
EVALUATE BASE FACILITIES BASE CAPABILITIES MANPOWER EXPANDED REQUIREMENTS CONSOLIDATION AS NECESSARY
MAIL
INTERIM TENANT COMMAND
STAFF REVIEW & APPROVE, FORWARD FOR APPROVAL IF APPLICABLE
IF APPROVED BY INTERIM COMMAND FORWARD TO HOST MAJOR OR INTERIM COMMAND AS DIRECTED
MAIL
TENANT MAJOR COMMAND
STAFFING & APPROVE OR AMEND IF NEEDED
IF TENANT MAJOR COMMAND DISAGREES, RETURN TO HOST MAJOR COMMAND WITH JUSTIFICATION IF CONCUR WITH HOST: MAJOR COMMAND AMENDMENT SEND TO REPRODUCTION
MAIL
HOST MAJOR COMMAND
STAFFING & APPROVE OR AMMEND IF NEEDED
IF AMENDED, RETURN TO TENANT MAJOR COMMAND FOR RESTAFFING & APPROVAL
REPRODUCTION
DISTRIBUTION
PERFORMED BY COMMAND WHICH AFFIXES LAST APPROVAL SIGNATURE
UNITS
AS LISTED ON SECTION 1, AF FORM 149
RENEGOTIATE IF REQUIREMENTS CHANGE ANNUAL REVIEW
03079

Figure 3–2. Host-tenant agreement processing flow chart.

coordinate. For agreements with 20 to 30 involved functions, this is a significant reduction.

**Exercises (214):**

1. Explain a "strawman" agreement as it relates to the negotiation process.

2. On what factors does efficiency of the negotiation/coordination process depend?

3. Explain the "shotgun" approach to coordinating an agreement.

4. Specify the minimum staff coordination cycle for support agreements.

5. What do agreement negotiators need to perform their function?

6. What coordination technique generally works best?

## 3-2. Procedures for Preparing Support Agreements

In this section, we discuss the procedures for preparing support agreements. We also point out the responsibilities of the involved parties. Check your command supplement for the command's policy on host-tenant support.

### 215. Cite preparation and approval responsibilities for host-tenant and interservice support agreements.

**Host Responsibilities.** The host's basic responsibility in a support agreement is to make available an equitable portion of its installation and real property, utilities, and other host-type support to enable the tenant to perform its mission (See Attachment 2, AFR 11–4, for typical support requirements). When it is feasible, Air Force, ANG, and USAFR installations that have a host support capability must support Air Force, ANG, or USAFR tenant units nearest them (regardless of which command has jurisdiction and real property accountability of the tenant occupied installation).

The tenant and the proposed host analyze the tenant mission, distance factor, equipment, funding channels, supervision, manning support capability of other service installations, the feasibility of contracting for services, and the costs involved to determine the most appropriate support concept. USAF tenant units should try to negotiate an interservice support agreement (DOD 4000.19–R) if such an agreement would be more economical.

When it is not clear at the local level which of several installations can support a tenant unit most economically or effectively, representatives of the major commands determine the appropriate host and develop or realign support agreements accordingly. When the major commands cannot agree on the selection of the host, the tenant major command submits the problem to HQ USAF for a decision. This is done only when all possible means of command resolution have been exhausted.

Where a base is host to an off-base tenant activity, the support agreement spells out in specific terms how the host unit is to furnish emergency medical, fire protection, security, and law enforcement support to the off-base tenant when it is required.

The host supports the tenant according to the tenant's precedence rating in the USAF Program—Bases, Units and Priorities Programming Document (PD). When the tenant unit must support other priority units on the installation, the support precedence is by the PD. All tenant units are to receive nonpriority support on the same level given to similar units of the host. You'll find more detailed guidance on logistics support and requisitioning priorities in AFM 67–1.

The host establishes (or expands) the support capabilities required by both the host and tenant. However, when the tenant requires a unique capability that is not a present or projected requirement of the host and is not required by any other organizations on the installation, the tenant must provide its own capability. This does not mean that the host has no responsibility to help the tenant in certain matters associated with unique support capablity. For example, a tenant might establish a unique capability to repair a certain type of aircraft engine because the host does not have and has no plans for the maintenance capability. However, the host should render normal host type assistance (such as supply and transportation) to the tenant whenever an engine is shipped off base or received from the AFLC engine inventory manager.

ANG and USAFR bases usually have a limited capability to provide host type support. They are austerely manned by ANG and USAFR personnel who operate and maintain their facilities and train their units and individuals.

The host must begin a triennial review of each support agreement early enough to complete it by the anniversary date. The anniversary date is the effective date cited by mutual host-tenant concurrence, in Section III of the AF Form 149, or the date the initial or reaccomplished agreement was signed by the approving host official at installation or major command level. If the effective date cited in Section III is earlier than the date of final approval, the date in Section III is considered as the anniversary date. The anniversary date stays the same, even though there have been several minor revisions and several triennial reviews, until a new anniversary date is established following an entire reaccomplishment of the previous support agreement. The AF Form 149 must be prepared as outlined in AFR 11–4; and waivers must be reviewed.

When the support agreement is revised between triennial reviews, credit for the triennial review may be taken only if the complete support agreement is reviewed by all functional area managers affected by the contents of the agreement.

**Tenant Responsibilities.** The tenant's major command gets HQ USAF approval of the proposed support activities before it initiates a support agreement for tenant units at host bases other than those programmed in the USAF Program—Bases, Units and Priorities Programming Document (PD).

Where possible, the tenant command notifies the host major command at least 1 year in advance of the actual date the support is required, to allow the host time to program and arrange for the required resources. This notification includes estimates of workload and related planning data for the first year of the proposed support agreement and a 3 to 5 year projection of significant programs relating to tenant support requirements. Attachment 2, AFR 11–4, lists the functions normally provided by the host and the associated tenant responsibilities.

The tenant command determines nonreal property support required for communications-electronics (C-E) facilities, including such items as antenna tower structures, airconditioning units, power-generator units, mobile or transportable shelters, and vehicular type portions of mobile facilities. USAF directives do not define the various base functions and organizations that may provide this support, and the responsible function or organization at each base must be determined on an individual basis before the agreement is negotiated. For example, the tires and wheels of an AN/MRN–7/8 ILS facility may be maintained by the base motor pool, while the painting and other maintenance of the shelters (nonreal property) may be done by either the host base motor pool or civil engineers. Before initiating or revising AFR 11–4 agreements, the tenants should identify in writing all items of support that fall into this category. The base commander will use this list to determine how these requirements will be supported. Then these support requirements can be included in the agreement under the appropriate functional code. The host should be told of available ATC or command courses for use in developing a qualified maintenance capability for those portions of C-E facilities which are not common to the host (for example, the standard family of lightweight airconditioners installed in mobile communications vans).

**Joint Host and Tenant Responsibilities.** The host and tenant jointly establish major command level internal procedures. Each major command designates a manager for the support agreements program within current manpower resources. The program manager:

- Is the single point of contact for AFR 11–4 support agreements program.
- Monitors the implementation of AFR 11–4 and exercises staff surveillance.
- Establishes procedures to prevent unnecessary delay in negotiating, revising, approving, and reviewing support agreements.
- Is the major command approving official for support agreements.
- Establishes procedures to promptly resolve disagreements that arise in coordinating a support agreement or in carrying it out.
- Establishes liaison procedures to obtain (or provide) the exchange of planning information needed to negotiate a support agreement between the host and the tenant major commands or between the host and tenant at installation level.

The joint host and tenant establish guidelines for subordinate commands. Major commands implement, within current manpower resources, support agreement programs based on the policies and procedures in AFR 11–4. Major commands require each of their major subordinate commands and host bases to appoint a single point of contact for the support agreements program. The single point of contact can be designated as program manager for the support agreements program. This can be a full-time or part-time assignment, based on the size and complexity of the support agreements involved. Where only one support agreement is involved, the single point of contact can be designated as tenant unit coordinator for support agreements.

The host depends on the tenant for advance notice of scheduled increases and decreases to the agreed level of support, particularly when requirements are to be increased. The tenant must provide the host with complete information on programmed changes in the mission, equipment, utilization rates, personnel, and related planning factors so that the host can make the necessary preparations with host support capabilities. When the tenant has special priority requirements, the tenant parent major command should tell the host major command of the revised precedence rating. When no written support agreement is required (paragraph 3, AFR 11–4), the tenant must provide the host with planning information called for in AFR 11–4.

The tenant major command must ensure liaison with counterpart levels in the host major command and provide the proper planning data needed to revise the support agreement to allow for mission changes. The tenant unit must be provided with the planning data it needs to maintain effective liaison with the host.

If an irreconcilable problem develops between the base level host and tenant activities, the parent major commands should be notified promptly in writing. Such correspondence should include both the host and tenant viewpoints and recommended solutions.

The host and tenant should not delay the negotiation, coordination, and processing of the support agreement until problems are resolved by higher headquarters. Instead, they should proceed with coordinating the agreement. Once headquarters has reached a decision on the problem, the host and tenant can revise the initial agreement. The problem highlighted for tenant and host major command action should be temporarily omitted from the proposed agreement until a final decision has been made.

Both major commands will evaluate the problem. If either major command does not concur with its subordinate organization, it issues direction and guidance to that organization. The other major command is told of the action taken to resolve the problem.

Major commands will promptly communicate with each otherabout those problems requiring further review and decision. When one major command presents a problem situation to another, an interim reply will be sent as soon as possible; and a final reply will be sent within 30 days.

A distinction must be made on whether a problem involves a deficiency in support agreement policy and procedures in AFR 11–4 or in the command supplement or whether the problem involves a disagreement over basic functional area policy. If the disagreement involves application or interpretation of policies in AFR 11–4, the problem should be brought to the attention of the OPR for support agreements at major command level. However, if the problem involves a disagreement over the application or interpretation of AFR 66–1, *Maintenance Management Policy,* then it should be handled through functional area channels. Functional area managers at host and tenant major command level usually can agree on a position that will resolve the problem. Where possible, functional area managers should evaluate and resolve functional area problems.

When the major commands cannot agree on the action to be taken, the host command sends the intercommand correspondence to HQ USAF/LEXX with a cover letter summarizing the problem and recommending solutions. The host command will also send an information copy of the cover letter to the tenant command. HQ USAF evaluates the problem and renders a final decision—but only after all possible means of command resolution have been exhausted.

**Interservice Responsibilities.** The responsibilities of the various functions in the Defense Regional Interservice Support (DRIS) Program are described below.

***Department of Defense.*** THe DOD prescribes the basic policies and principles governing interservice/interdepartmental support. The DRIS program has been assigned to the Defense Logistics Agency (DLA) for direction, management, and administration.

DLA develops, administers, and manages the DRIS program in full coordination with DOD components and, to the extent possible, with other participating departments and agencies of the Federal Government. The Director, DLA, as the designated DRIS program administrator, develops, maintains, and publishes policies and procedures in appropriate publications for joint use throughout the DOD; serves as the focal point for aggressive DOD emphasis on retail support; and coordinates problems through established DOD command channels.

***DOD components.*** The DOD components aggressively promote and utilize retail interservice/interdepartmental support procedures whenever the means of support will increase the overall effectiveness and economy.

***Major commands.*** The major commands of the DOD components actively and aggressively encourage the use of retail interservice/interdepartmental support procedures by their subordinate activities. Each major command:

*a.* Appoints an interservice support coordinator (ISC) as the focal point for all matters involving DRIS.

*b.* Directs each subordinate command as appropriate to appoint a DRIS support coordinator at bases, posts, stations, camps, and installations where size warrants.

*c.* Exercises positive and direct command supervision over subordinate activities concerning retail support operations.

*d.* Monitors the actions of their ISCs to assure maximum participation in DRIS.

*e.* Helps subordinate commands to resolve interservice support problems that reportedly cannot be resolved at installation level. If the problem is one where two separate DOD installations cannot reach an agreement within the objectives of the DRIS program, the major command responsible for host support will send the facts of the case to the ISC in the other major command involved. If the two major commands cannot resolve the problem, they send the facts of the case to the next higher headquarters in their respective command channels.

***Subordinate activities.*** These activities (bases, posts, camps, stations, and installations) will engage in support operations to meet the basic program objective. Specifically, the commander of each activity, actually or potentially involved in furnishing or receiving support under this program designates a DRIS support coordinator. This is where you come in. As DRIS monitor for your base, you will:

*a.* Administer and promote the interservice/interdepartmental support program.

*b.* Serve as the single point of contact on support matters; establish and maintain contact with corresponding representatives at other nearby DOD and Federal Government activities.

*c.* Exchange information on requirements and capabilities with other DOD and participating Federal Government activities. The purpose of this exchange is to determine whether beneficial support arrangements can be made.

*d.* Provide interservice/interdepartmental support, upon request and according to negotiated agreement, when the rendering of such support will not adversely effect the supporting activity's primary mission. Before you can provide support, you must determine whether interservice/interdepartmental/interagency support is the most effective and economical means of providing the required support, in accordance with DODI 4100.33, *Commercial or Industrial Activities;* DODI 7041.3, *Economic Analysis and Program Evaluations for Resource Management*. For support required in functional areas outside of the purview of the above references, the analysis will be conducted under auditable systems authorized at the level of command involved and fall within the policies set forth in DODD 7600.2, *DOD Audit Policies,* and DODI 7600.3, *Internal Audit in the DOD*. The requesting activity commander and his or her designated representative must provide the proposed supplier with the documented analysis that indicates a support arrangement is the most effective and economical means of obtaining the required support. Services/agencies that enter into a support arrangement directed by DOD or the JCS need not conduct this analysis.

*e.* When you have determined that interservice/interdepartmental support should be furnished on a recurring basis, prepare a support agreement on revised DD Form 1144. Don't use this form for a one-time support. DD Form 1348, DOD Single Line Item Requisition System Document, or similar requisition document may be used for a one-time support.

*f.* Provide billings documenting support in accordance with pertinent regulations. In case of a difference in regulations, use the forms prescribed by the supplying activity.

**Signatures.** Support agreements are normally signed by the local responsible commanders and the major command's designated approval authority.

***Local signature.*** Each unit should have an established policy as to who is to sign support agreements. There should also be an established policy as to what information the signature official wishes to be briefed on prior to signing an agreement. The recommended approach is to:

*a.* Have the Deputy Commander for Resources sign all agreements.

*b.* Complete the final coordinated text of the agreement.

*c.* Prepare a letter of transmittal to forward the agreement.

*d.* Prepare either a memorandum on the file copy of the transmittal or on an AF Form 1768, Staff Summary Sheet, giving essential data on what the agreement is for and any major issues involved.

Be sure that the AF Form 149 or DD Form 1144 clearly identifies the signature official. Most rubber stamp signature blocks do not give the unit name. If there is any possible doubt, type in the signature block after the signature.

The preface to each agreement must contain a statement as to the level of approval authority signature required. Mobilization support agreements are approved by the gaining intermediate commands. Support agreements negotiated by a unit that also has approval authority for the agreement requires only approval authority signature.

Commands that have approval authority may amend an agreement before approval. These amendments may not be used by coordinating officials in lieu of a revision. Amendments are used only with the concurrence of the tenant approving authority. If the tenant approval authority objects to an amendment, the agreement must be revised and reprocessed from the local level. Amendments must be prepared in the format shown in Attachment 4, AFR 11-4. The signature blocks on the form will contain the notation "As Amended" or "See Amendment 1" in place of the signature of the approval authority. Provisions of an amendment are incorporated into the next revision of the agreement.

***Customer service.*** After an agreement has been signed, the agreements negotiator should help to interpret and implement it. All working level managers should know where the master copy is kept. The negotiator should monitor the currency of the agreement. When functional managers ask about the provisions in a certain area, the monitor should make a notation, either in the files or mentally, that there was interest in that area. If a dispute arises as to what the agreement text says, again a notation should be made. When time comes for triennial review, the negotiator/monitor should ensure that everyone considers revising the agreement to clarify any questionable provisions.

Tenant personnel often have difficulty in locating the managers they need to talk to when implementing an agreement. The negotiator should ensure that the host and tenant functional managers are in touch with each other. A list of the functions to contact for informal coordination can be a valuable tool in fulfilling this role. As long as there is an open dispute, a serious shortfall in the tenant's requirements, or a provision of doubtful interpretation, the job of negotiation is not complete. In fact, the job of negotiating the agreement should not be considered complete until the agreement is officially terminated.

**Exercises (215):**

1. What document provides a precedence rating that establishes the tenant support requirement priority?

2. Explain the anniversary date of a host-tenant support agreement (HTSA).

3. What are the host unit's support responsibilities?

4. What is the minimum time for tenant notification of support requirements?

5. What are the tenant's responsibilities to the host?

6. What are the support agreements program manager's responsibilities?

7. What action should be taken when there is a disagreement between the base level host and tenant?

8. What are DLA responsibilities in relation to interservice agreements?

9. Who normally approves a support agreement?

10. When should a triennual review of a support agreement begin?

11. What does AFR 11–4, Attachment 2 provide?

12. What action is taken when the major commanders cannot agree on the resolution of a problem area in a support agreement?

13. Who manages the DRIS program at major command level?

14. What action should you take when you determine interservice support is required on a one time basis?

15. Where can the level of approval per an agreement be found?

16. When are ammendments to an agreement allowed?

17. When is the job of agreement negotiation considered complete?

## 3-3. Review of Support Agreements

During the review of support agreements, you must consider each on its own basis. This section will cover the triennial review and revision of agreements, and agreement termination.

### 216. Explain the review and termination process for support agreements.

**Triennial Review and Revisions.** The purpose of a triennial review is to determine if an agreement needs to be revised. This means that every agency involved in the support should have a chance to reconsider the provisions of the agreement. The same informal preliminary coordination used for the basic agreement will be useful for the review. If some function has a change, prepare a revision and staff it instead of waiting for a formal input.

You can save a lot of work by revising instead of completely reworking an agreement just to make a few changes. Both AFR 11–4 and DOD 4000.19–R permit minor modifications to be made as part of the review. These minor modifications are taken to mean changes to the planning factors, unit designations, strengths, or facility and vehicle lists, but not to the types of support or conditions and responsibilities for support. If a unit has been redesignated from Detachment 99, 99 Bomb Wing, to Detachment 1, 1 Bomb Wing, or has changed major commands from SAC to ADC, a minor modification is all that is required to reflect the correct unit designation on AF Form 149. On the other hand, if a tenant wants to convert a single X entry to double X and add some conditions to the attachments, that is a revision. Revisions require approval authority signature, but triennial reviews do not.

When an agreement is revised, prepare a new AF Form 149 or DD Form 1144 that lists the changes or with an attachment that replaces a page (or pages) of the basic agreement. Be sure that the revised agreement is comprehensible. Excessive changes of this type often make it difficult to determine just what are an agreement's provisions. Three changes are the maximum normally permitted, and often two are too many.

A frequent problem are conflicts between what the tenant wants and what the host functional managers are willing to provide. Most of these conflicts center on one of three points: (1) host capability to provide the support requested, (2) the mutual responsibilities involved in the support, or (3) the financial responsibilities for the support.

You would think that the support agreements negotiator would never prepare an agreement that degrades his or her unit's mission capability. However, the priorities of various DOD units vary; and the priority of the tenant is not always lower than that of the host. In some cases, it may be much higher. Where a tenant's priority requirements justify it, it may well be that some slight degradation of the host mission is acceptable in advancing the overall Air Force or DOD mission. Such potential for degradation should be clearly identified to higher headquarters for guidance. A host functional manager must be able to substantiate that he or she does not have the capability to support the tenant. What specifically is the limiting factor: facilities? equipment? manpower? mission?

While a shortfall in facilities can rarely be remedied in the short term. you might be able to juggle them. For example, you might move A into the same building with B, or vacate building A for other use. Equipment shortfalls can often be easily remedied by requiring the tenant to provide its own equipment.

Manpower shortages are easily remedied in the long run because, if the support responsibilities of the host justify it, manpower spaces can be transferred to the host. This is common procedure with Intra-Air Force support; and while less common in interservice support, it is still authorized and can be done. Personnel shortages are more difficult to resolve, but the possibility of using the additional workload to justify priority personnel actions should be considered.

Mission impact is a very nebulous justification for nonsupport except where facility, equipment, or manpower shortages make support without mission degradation impossible. In other words, the real problem is not with the mission but with the lack of facilities, equipment, or manpower. All too often, "mission impact" really means that to provide the support would inconvenience the host.

Unless the unit's mission capability will actually be lowered or endangered, this is a very poor reason for depriving another military unit of support. A genuine effort should be made to determine how, under what conditions, or with what additional resources the support can be provided.

A dispute over mutual responsibilities can be very irksome. The best way to approach such a problem is to analyze the situation carefully and to answer these questions.

*a.* Are we granting the tenant every convenience and consideration we grant to our own units?

*b.* Is the dispute centered on Air Force or DOD policy and procedures or is it over local procedures?

*c.* Does the peculiar nature or mission of the tenant justify an exception to our policies and procedures?

*d.* Is our position based on genuine operational or procedural requirements or is it merely a matter of convenience?

*e.* Is there a "middle ground" upon which we can agree, giving each side part of what it wants?

The financial responsibilities for the support must be evaluated and any dispute considered carefully. The following questions should be helpful in this regard.

*a.* Is our position based on Air Force or DOD policy?

*b.* Is there a conflict in directives between host and tenant?

*c.* Is the dispute over the rates, the basis the rates are applied to, or something else?

*d.* Has the tenant been provided a full and complete accounting of how the rates were derived and how the basis for the rate is tracked and counted?

*e.* Has our cost of operation actually increased in that we are incurring dollar expenditures which we would not incur unless we were supporting the tenant?

In some cases, a compromise can be reached with an "unwritten" provision. This is done by saying in essence, "We will do it for you as long as we can, but we don't want to be officially required to do it." A phrase sometimes used is "Support to be provided as requested and as available." This statement can be very useful in providing backup support or support in infrequent demand areas. One recent dispute involved an agreement where the text said the tenant was entitled to 10,000 square feet of a particular building, but where the tenant actually had 30,000 square feet. The tenant not usually wanted to formalize the possession; the host, however, did not want to formally preclude use of the building in certain contingencies. A compromise was suggested where the tenant was given formal title subject to certain specified contingencies. This type of compromise and reconciliation should be sought to ensure that the mission requirements of both parties are satisfied.

Finally, a local unit or support agreements negotiator does not have the authority to compromise a unit's mission capability. A support agreement, that after careful review and evaluation, is considered to compromise the unit mission must not be signed. Limiting factors should not be used unless they are worded to relieve the unit of responsibility. Nor should provisions be included requiring "higher headquarters" resolution unless the text specifically states the terms for the interim period and these terms are acceptable. When the other party to the agreement refuses to accept changes that are necessary to prevent mission degradation, the unit should refuse to sign and should elevate the dispute to higher headquarters for resolution. The standard procedure is to extract the disputed function from the text, annotate the AF Form 149 accordingly, and sign the agreed upon balance of the agreement.

**Agreement Termination.** Termination of support outlined in host-tenant, interservice, or international support agreements must be mutually agreed upon by all agencies concerned. The date of termination will be entered in Section III of AF Form 149 for an HTSA and in Block 4 of DD Form 1144 for an ISA.

The host must not abruptly reduce or end the tenant support level that has been approved in a current support agreement. When an unavoidable reduction in support is anticipated, the host informs the tenant as far in advance as possible; usually 6 months advance notice should be given for host-tenant agreements and 4 months for interservice. This notice must include a complete explanation for the anticipated reduction in support.

A copy of the notice is also sent to the OPR for support agreements of both the host and tenant MAJCOMs. Command approval signatures are not required. As a rule, however, the tenant should sign first and then the host should sign and complete the required reproduction and distribution.

**Exercises (216):**

1. What is the purpose of a trienniel review?

2. What are considered as minor modifications to an agreement?

3. Most conflicts that arise as the result of a support agreement center on one or more of three points. What are they?

4. Where is the termination date documented for HTSAs and ISAs?

5. How many changes to an agreement are normally permitted?

6. At what level are revisions to an agreement signed?

7. **What can be used to provide backup support in an agreement?**

8. **When an unavoidable reduction in support is anticipated, how much advance notification is usually provided?**

CHAPTER 4

# Financial Management

THE EVER increasing sophistication and cost of military systems have emphasized the urgency of acquiring only what is absolutely needed, at the least cost, and consuming these resources with the greatest efficiency.

To this end, the Depart of Defense has established the Planning Programming and Budgeting System (PPBS). This system was designed to help the Secretary of Defense manage all military programs.

PPBS can be summarized in a few words. Based on the anticipated threat, a strategy is developed. In support of that strategy, force requirements are developed. Based on these requirements, programs are developed to provide ships, aircraft, weapons systems, and manpower over a period of time, with due consideration of the total cost to the nation. Lastly, funds must be budgeted in such a manner to obtain the required forces and weapons systems within the resources the nation provides.

This chapter will provide you knowledge of the resource management systems (RMS), the base level financial structure, budget requirements, budget reports and financial committees.

## 4-1. Resource Management System (RMS)

The term "resource management system" is sometimes misunderstood, since it does not refer to a discrete, single program, as the word "system" may imply. The Air Force RMS refers to a management philosophy and the variety of systems used to achieve the overall objectives of resource management. The program is based on the PPBS.

### 217. Associate planning and programming guidance with the appropriate document at the national level.

**Planning and Programming Guidance.** The PPBS process involves three separate management control functions: planning, programming, and budgeting. Planning and programming involve a review of the 8 years for which forces are programmed in the Five Year Defense Program (FYDP). Five of those 8 years also have cost and personnel projections. Budgeting involves a single year, the coming fiscal year, although Congress has recently begun to require general budget figures for 5 years.

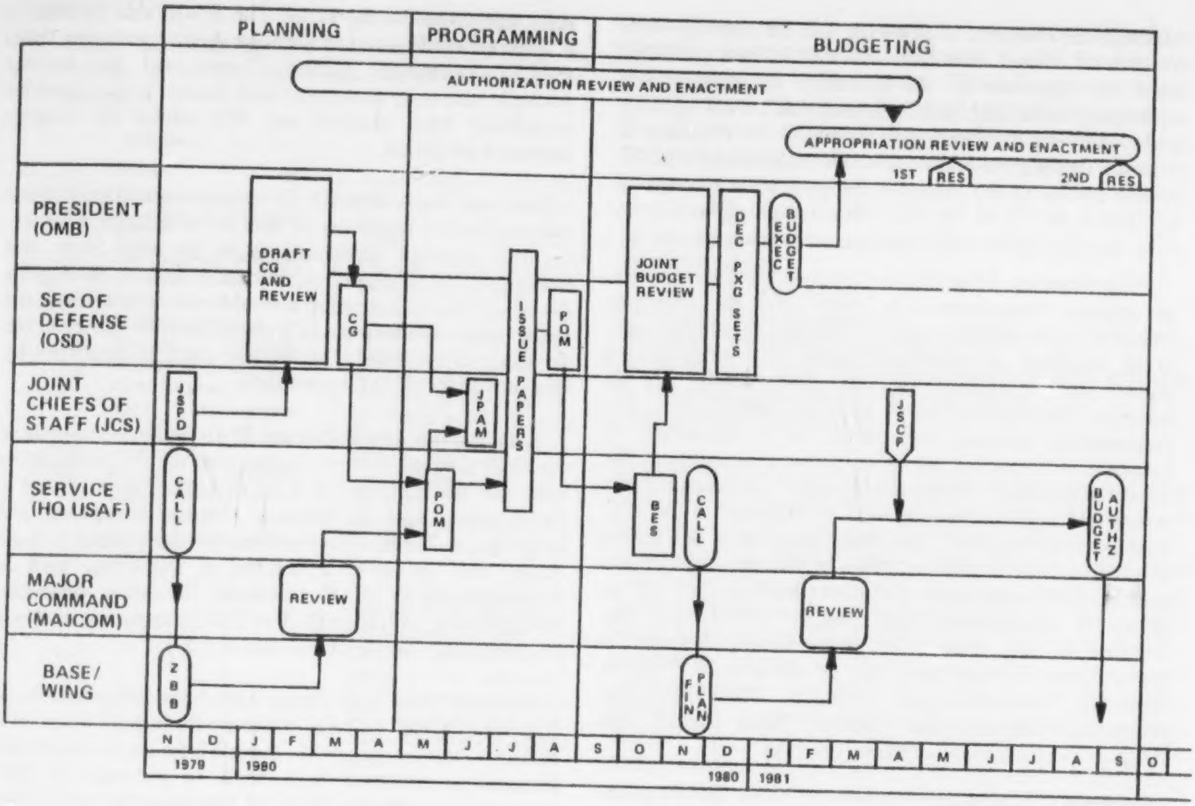
Planning involves a systematic consideration of alternative actions to accomplish DOD objectives. Although resource requirements may be a consideration, the planning activity is primarily goal or output oriented. Its objective is to identify strategies and capabilities that DOD must develop to support national security objectives. The planning function provides the framework for subsequent DOD programming and budgeting actions. Planning is a function primarily performed by the office of the Secretary of Defense (OSD), Joint Chiefs of Staff (JCS), and DOD component planners.

Programming also involves a review of capabilities that DOD must develop; however, the programming process is constrained by resources expected to be available. The programming process is a systematic review and consideration of the currently approved programs as expressed in the Five Year Defense Program. Some strategies may become infeasible when resources are considered. As a result, the programming process may involve some of the same activities as the planning process when priorities have to be changed or strategies modified. Programming is a function primarily involving OSD and DOD component programmers.

Budgeting is the process by which program decisions are translated into appropriations requests. Thus, it is the process by which we identify funding requirements for Congressional action. As with programming, budgeting is a function that sometimes involves elements of the preceding functions. As budget decisions are made, it may be necessary to reconsider strategies previously developed or to reschedule previously approved programs. The budgeting function primarily involves comptroller personnel at OSD and DOD component level and personnel in the Office of Management and Budget (OMB).

The PPBS cycle is the sequence of events to accomplish these functions. The cycle is based on a calendar that provides major milestones beginning 2 years before the start of the fiscal year. Because this cycle consumes 2 years, the DOD is always involved in two sets of reviews. At approximately the time budgeting is beginning for one cycle, a new cycle is beginning with the planning function. Figure 4-1 shows a "wiring diagram" illustrating the sequence of events for the cycle leading to the fiscal year 1982 budget. All planning and programming documents in this figure are concerned with fiscal years 1982–1989 for forces and 1982–1986 for costs and personnel.

**Planning.** Planning involves the systematic consideraton of alternate methods to meet national security objectives. It includes the development of strategies and objectives by planners that are assigned to the JCS and OSD. DOD components are primarily involved in a review and support role. The planning portion of the cycle is related to two


PLANNING
PROGRAMMING
BUDGETING
AUTHORIZATION REVIEW AND ENACTMENT
APPROPRIATION REVIEW AND ENACTMENT
1ST RES
2ND RES
PRESIDENT (OMB)
SEC OF DEFENSE (OSD)
JOINT CHIEFS OF STAFF (JCS)
SERVICE (HQ USAF)
MAJOR COMMAND (MAJCOM)
BASE/ WING
DRAFT CG AND REVIEW
CG
ISSUE PAPERS
POM
JOINT BUDGET REVIEW
DEC PXG SETS
EXEC BUDGET
JSPD
JPAM
CALL
POM
BES
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JSCP
BUDGET AUTHZ
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REVIEW
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FIN PLAN
N D J F M A M J J A S O N D J F M A M J J A S O
1979
1980
1980
1981
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Figure 4-1. Budget cycle sequence of events.

major documents: the Joint Strategic Planning Document (JSPD) and the Consolidated Guidance (CG).

***Joint Strategic Planning Document (JSPD).*** The JSPD begins with intelligence estimates and military strategy to attain the national objectives. JCS then summarizes planning force levels that could reasonably be expected to carry out the approved strategy. These planning forces will provide the basis for risk assessment during the programming process.

JSPD Supporting Analyses (JSPDSA) are developed to provide an internal JCS basis for drafting the JSPD. The JSPDSA contain details associated with military strategies, force planning levels, and risk assessment. One function of the JSPDSA is to provide guidance to the DOD components asked to provide inputs for the development of the planning force levels. For example, the Air Force has its USAF Objective Force which forms a basis for the Air Force input. In addition to detailed force planning levels, the JSPDSA contain information on estimated personnel levels and estimated costs. There is also an analysis of force capabilities and comparisons with the FYDP approved forces.

The JSPD also is based on several other sources. Before strategies and objectives can be developed, there must be a threat assessment. The threat to which the JSPD is addressed was identified in the Joint Intelligence Estimate for Planning (JIEP) and supplements thereto. Also, since the JSPD covers an 8 year period, but is published annually, each JSPD is a review and update of the previous JSPD. For example, the JSPD for 1982–89 was published in November 1979 with the JSPD for 1983–90 scheduled for November 1980. For fiscal year 1983–90, the new JSPD will just be a review and update of prior strategies and objectives, modified by any new policies estabished in the intervening year. Thus, the 1983–90 JSPD is based on the 1982–89 JSPD, the 1983–90 JIEP and the 1983–90 JSPDSA, plus any new policies.

***Consolidated Guidance (CG).*** The Consolidated Guidance (CG) contains policy guidance for the review and preparation of program recommendations by the DOD components. It contains a review of military strategies and objectives recommended in the JSPD, affirming or modifying JCS recommendations. The CG also sets constraints on the total obligation authority (TOA) for each DOD component for each of the 5 years that will have cost information identified in the FYDP. The CG doesn't place funding limitations on specific programs. It only provides a ceiling for each component's total program.

The Consolidated Guidance is drafted by OSD to show Secretary of Defense policies. The draft is sent to the DOD components and to the JCS for review and comment. The tentative is then forwarded for Presidential review.

Although the President reviews the CG, he normally does not provide formal comment. The CG is then published under the signature of the Secretary of Defense and represents policies that have been reviewed but not formally approved by the President. The review by the President of proposed funding constraints provides no assurance that the defense portion of the executive budget will be as large as the figures shown in the CG. This review does help to assure that the figures in the guidance are reasonable.

**Programming.** Programming involves the determination of resource requirements to carry out the strategies identified in the planning process. Strategies will often have to be modified or prioritized during the programming process due to limited resources. Additionally, not all resource requirements can be satisifed immediately. The programming process will result in a scheduling of programs to be carried out based on the availability of the resources necessary for those programs. The results of this review and approval process will be reflected in the Five Year Defense Program. Primary involvement in this area is by programmers within the Office of Secretary of Defense and the DOD components. The Joint Chiefs of Staff and the Office of Management and Budget (OMB) are also involved in this phase. The programming function is accomplished through four sets of documents: Program Objective Memorandums (POMs), Joint Program Assessment Memorandum (JPAM), Issue Papers, and Program Decision Memorandums (PDMs).

***Program Objective Memorandum (POM).*** The Program Objective Memorandum (POM) enables each DOD component to identify the programs it must undertake to satisfy the guidance in the Consolidated Guidance. Each DOD component submits its own POM, highlighting its programs. Programs are described and justified to include both costs and personnel resources required. Specifically emphasized are programs for which the recommended level differs from the approved FYDP level. Each POM must recommend programs to be carried out within the fiscal ceilings in the CG. Thus, the DOD components are forced to make tradeoffs as they consider the resource constraints that apply to the programs under consideration.

The POM represents the first time in the process that each DOD component has an opportunity to state its individual requirements. If a requirement is not identified in the POM as having the support of that component, it has little chance of being approved or funded. Thus, the POM is probably the most important document for the program manager who is attempting to obtain funding for new programs. Changes to the POM are permitted by OSD until the Secretary of Defense makes a decision on it. Most changes are limited to error corrections or to changes in which time is critical (for example, changes needed in the first year of the POM—the budget year) and for which the priority of the change is high enough to replace programs previously approved for inclusion in the POM. It provides a major decision point and is the basis for one of the three updates of the FYDP during the year.

***Joint Program Assessment Memorandum (JPAM).*** The JPAM provides an assessment of capabilities and associated risks represented in the POM. The JPAM also includes a JCS recommendation as to Strategic Arms Limitation Talks (SALT) constrained strategic forces and the nuclear stockpile necessary to support such forces. It also provides a mobility force analysis and JCS advice on security assistance programs.

To ensure that both the DOD components and the JCS are working from a single set of data on programmed forces, the JCS provides guidelines as to the data bases and alternatives for analysis. Additionally, before developing the JPAM, the JCS develop a JPAM outline to identify the major issues on which the JCS should provide advice to the Secretary of Defense. This outline must be approved by OSD before the JPAM is published.

***Issue Papers.*** The POMs and JPAM provide information for OSD program review. During that review, alternatives arise and are expressed in a set of Issue Papers related to broad areas, such as Strategic Forces, Manpower and Logistics, or Theater Nuclear Forces. Issues raised in Issue Papers may relate to a number of questions, such as responsiveness to the Consolidated Guidance, priorities, force phasing, or tradeoffs. The DOD component analyzes the issues and provides a response to OSD.

Recently, OSD Issue Papers have been influenced by an additional factor. To help minimize the impact of adverse decisions later in the cycle, some of the issues raised and alternatives presented have been as a result of OSD coordination with the Office of Management and Budget (OMB). Issue Papers give OMB a means to raise issues before the Secretary of Defense makes a program decision.

***Program Decision Memorandums (PDMs).*** The Issue Papers and responses are reviewed by a Defense Resources Board, which provides a recommendation to the Secretary of Defense. The secretary evaluates the information and issues the Program Decision Memorandums, which indicate the programs approved for inclusion in the FYDP. Since the POM is long and detailed, the PDM identifies only those items to which the Secretary of Defense takes exception. Changes from POM levels are directed, along with the funding implications.

DOD components have 2 weeks to review the PDMs and respond with a reclama or to provide any new justification not available at the time of POM submission. One week later, the Secretary of Defense holds Major Program Issue meetings to discuss the concerns of the DOD components with regard to the decisions. The following week is used to evaluate the positions presented in the reclamas and subsequent meetings and to adjust any decisions affected by the reclama process.

The Secretary of Defense then forwards the Amended Program Decision Memorandums (APDM) to the DOD components. The APDM has the same format as the PDM and reflects the final Secretary of Defense decision on POM positions. The FYDP is then updated to reflect the newly approved programs based on the APDMs.

**Exercises (217):**

1. Match the planning and programming guidance in column B to the appropriate source document in column A.

*Column A*

____(1) PPBS.
____(2) FYDP.
____(3) Consolidated Guidance (CG).
____(4) Joint Strategic Planning Document (JSPD).
____(5) JSPD Supporting Analysis (JSPDSA).
____(6) Program Objective Memorandum (POM).
____(7) Joint Program Assessment Memorandum (JPAM).
____(8) Issue Papers.
____(9) Program Decision Memorandum (PDM).
____(10) Amended Program Decision Memorandum (AFDM).

*Column B*

a. System designed to help the Secretary of Defense manage all military programs.
b. Contains 5 years of cost and personnel projections.
c. Contains intelligence estimates and military strategy directed at obtaining national objectives.
d. Provides guidance for the development of the planning force levels.
e. Indicates the programs that are approved for inclusion in the FYDP.
f. Reflects the Secretary of Defense's decision on the POM.
g. Provides an assessment of capabilities and risks that are represented in the POM.
h. Identifies programs with a description and jusification to include costs and personnel resources that are required to satisfy guidance in the CG.
i. Contains policy guidance for the review and preparation of program recommendation by the DOD components.
j. Expresses alternatives that arise as a result of an OSD review of the POM and JPAM.

## 218. Describe the Five Year Defense Program (FYDP).

**Five Year Defense Program (FYDP).** The FYDP identifies data by using three separate classifications: by input (appropriation), processor (DOD component), and output (Major Force Program). The result is a matrix, illustrated in figure 4-2, so that data can be accumulated along whichever lines are most useful to the decisionmaker.

DOD directive 7000.1 defines the purpose of the FYDP. It states that the FYDP will contain DOD approved plans, and identifies FYDP as "the nucleus of the DOD resource management systems." All systems developed for resource management must be consistent with the FYDP.

The FYDP was developed to unify forces and missions that are useful for all military departments and DOD agencies. It also is used to develop budget estimates based on approved forces and missions.

***Major Force Program (MFP).*** Major Force Programs are general descriptions of DOD outputs. These descriptions are general because FYDP designers knew that any effort to provide precise descriptions of DOD outputs would create a detailed and cumbersome structure that is difficult to comprehend. They also knew that if the descriptions were too specific, it would be difficult to develop a presentation that would unify the military departments and DOD agencies. Thus, descriptions had to be very broad. Initially nine major programs were used to describe these outputs. Various modifications have led to the current structure of ten major force programs:

- Strategic forces.
- General purpose forces.
- Intelligence and communications.
- Airlift/sealift.
- Guard and rescue forces.
- Research and development.
- Central supply and maintenance.
- Training, medical, and other general personnel activities.
- Administration and associated activities.
- Support of other nations.

These programs are general enough to describe activities in which all elements of the Department of Defense are involved, yet they are specific enough that the terms are meaningful to FYDP users. For example, the term "Strategic Forces" would invoke images of an intercontinental weapons delivery capability. Within this major program, one would expect to find such specific capabilities as the Air Force's long range bombers and intercontinental missiles, the Army's SAFEGUARD surveillance systems, and the Navy's sea based missile systems. By defining outputs in this manner, DOD decisionmakers can review various alternatives of obtaining a capability with the analysis easily able to cut across service lines.

***Program elements.*** Program elements represent subdivisons of Major Force Programs. They identify a specific capability within a Major Force Program. The program element is the basic building block for describing the output of the DOD. Every mission of the DOD must be incorporated into one of the ten major force programs and in-turn into one of the many program elements.

A program element can be defined as a combination of personnel, equipment, and facilities which constitutes a military capability or support activity. Thus, within the strategic forces MFP, we can find a program element that identifies the B–52 capability and another program element that identifies the MINUTEMAN missile capability. By using these program elements we are provided a more specific description of the outputs of the DOD. When the SR–71 Program Element, for example, is mentioned, an image immediately forms of the high altitude reconaissance aircraft and its capabilities. The subdivision into program elements provides flexibility for the DOD decision maker. The decisionmaker need not rely solely on the MFP grouping if a rearrangement of the program elements is more appropriate for the alternatives being studied. Additionally, trade-offs can be analyzed comparing various mixes of forces within any MFP.

***Appropriations.*** Appropriations are the legal authority to obligate the Treasury to pay money for goods or services. Appropriations are laws passed by Congress that permit the expenditure of certain dollar amounts and specify the purposes for which those expenditures can be made. The

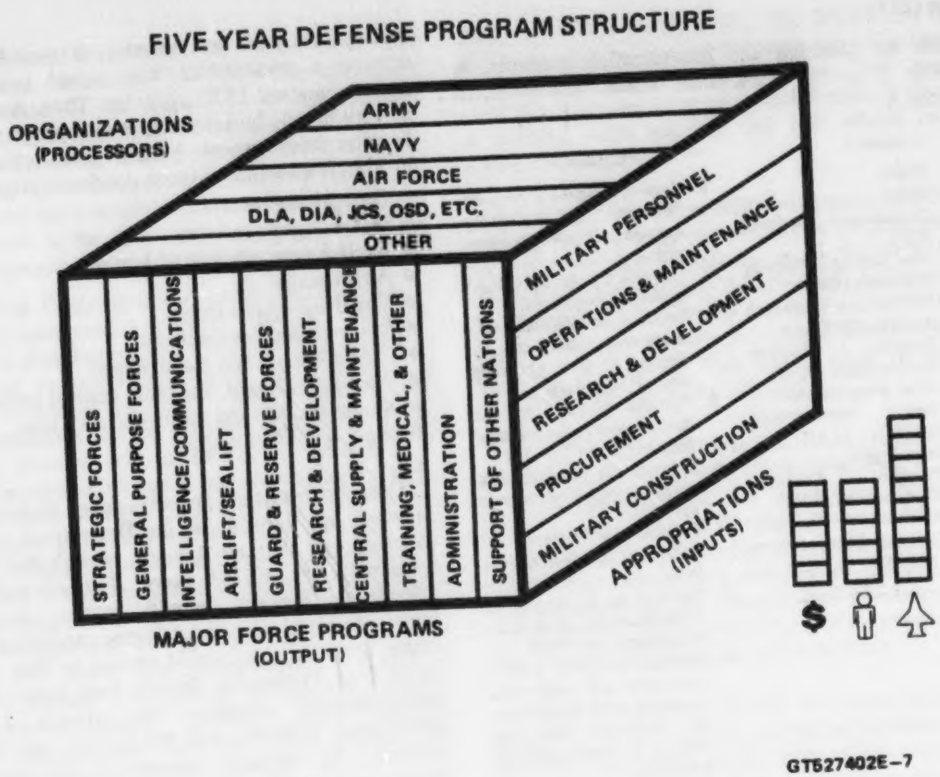
FIVE YEAR DEFENSE PROGRAM STRUCTURE
ORGANIZATIONS
(PROCESSORS)
ARMY
NAVY
AIR FORCE
DLA, DIA, JCS, OSD, ETC.
OTHER
STRATEGIC FORCES
GENERAL PURPOSE FORCES
INTELLIGENCE/COMMUNICATIONS
AIRLIFT/SEALIFT
GUARD & RESERVE FORCES
RESEARCH & DEVELOPMENT
CENTRAL SUPPLY & MAINTENANCE
TRAINING, MEDICAL, & OTHER
ADMINISTRATION
SUPPORT OF OTHER NATIONS
MILITARY PERSONNEL
OPERATIONS & MAINTENANCE
RESEARCH & DEVELOPMENT
PROCUREMENT
MILITARY CONSTRUCTION
APPROPRIATIONS
(INPUTS)
MAJOR FORCE PROGRAMS
(OUTPUT)
$
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Figure 4-2. FYDP matrix.

Department of Defense annually receives approximately 80 appropriations. They fall into five major areas:

- Military personnel.
- Operations and maintenance.
- Procurement.
- Military construction.
- Research, development, test, and evaluation.

Each of these general areas represents several appropriations. For example, in the area of operations and maintenance, the Air Force alone receives three appropriations: One for day-to-day operations of the active duty establishment, one for operation of the Air National Guard, and one for operation of the Air Force Reserve. Altogether, there are 12–15 annual appropriations for operations and maintenance of DOD activities. Like the Major Force Programs, which describe outputs, the appropriations categories provide a very general description of inputs. The FYDP contains details for each of the appropriations for the DOD.

***Elements of expense.*** Elements of expense provide a specific identification of the items purchased with appropriated operating funds. Appropriations identify the broad classifications in which Congress provides spending limitations. As spending takes place, it is useful to track what is purchased with the funds. Each DOD component defines elements of expense for accounting records of the expenditure. Although each service has its own system for identifying elements of expense, they usually relate to the categories used at DOD, level which are:

| | |
|---|---|
| 01 | Pay. |
| 02 | Travel and transportation of personnel. |
| 03 | Transportation of things. |
| 05 | Rents and utilities. |
| 06 | Communications. |
| 07 | Maintenance. |
| 09 | Printing and reproduction. |
| 13 | Contract services. |
| 16 | Supplies. |
| 17 | Equipment. |

***DOD component.*** The conversion from inputs to outputs takes place in the organization responsible for the conversion. Since this organization is involved in the production process, its managers are responsible for identifying what inputs are required to produce the outputs. Additionally, they are responsible for the performance of their organization in producing outputs effectively and efficiently.

The DOD component identifies which Military Department or DOD Agency will do the conversion. With FYDP data base maintained at DOD level, the organizational identification goes no lower than Military Department or DOD Agency level. Both the Military Departments and the DOD Agencies (for example, Defense

Communications Agency or Defense Logistics Agency) are involved in resource management as the ultimate recipient of funds. The term "DOD Component" will be used to encompass these agencies.

***Responsibility center (RC).*** A responsibility center is an organization headed by a manager who is assigned financial management responsibility and accountability. In most instances, this manager exercises a significant degree of control over resource acquisition and consumption. Each DOD Component can be considered a responsibility center. Additionally, subordinate units such as Major Commands, Wings, and Squadrons will normally also be responsibility centers. These subordinate units are not specifically identified in the Five Year Defense Program, but they may be identified in similar program data bases maintained by each DOD component. The responsibility center is the place where elements of expense (needs/resources) are identified and consumed.

**Exercises (218):**

1. What are the three classifications used by the FYDP to identify data?

2. What are the major programs that describe general DOD capabilities?

3. What is the purpose of program elements?

4. What are the five major appropriation areas?

5. What is a responsibility center?

6. What is the purpose of elements of expense identification?

7. Trace an element of expense through the FYDP.

## 4-2. Base Level Financial Structure

There are various levels of managers at an air base. Each is responsible for the efficient use of Air Force resources. In this section we discuss each level's responsibilities for financial management.

### 219. Associate financial management responsibilities to the correct base level manager.

**Responsibilities of Managers.** Financial management is the responsibility of all managers. They control how Air Force resources are used. If they do not handle this responsibility correctly, Air Force resources will not be used effectively.

***Line and staff management.*** Structurally, management is usually grouped into two categories— "line" and "staff."

Line management is organization and program oriented. Line managers plan and direct the actions of an organization or program in terms of an all-inclusive budget, and then they manage the program within the resources allotted. These managers, of course, have the authority to reprogram funds among elements of expense within their organizations. This means substituting one resource for another to obtain an optimum mix of resources to carry out a program.

Staff management cuts across organizational lines. This type of management deals with commodities that are the resources or services used in the operating activities of base organizations. Staff managers are suppliers of commodities or services for line managers. They look at the total funds for the base in terms of the availability of the commodity for which they are responsible. Because of their specialized knowledge, staff managers review and monitor the overall program and assist and advise the managers. Staff managers ensure that commodity availability is consistent with and supports the scheduled progress of programs. Their role is to support line managers, not make decisions for them.

***Commanders.*** The financial management of a base's resources is ultimately the responsibility of the commander. The commander, however, is several levels above the point of most resource consumption. So this person has little opportunity to personally supervise the day-to-day decisions relating to resource consumption. The commander does have the opportunity to review, validate, and balance the operating budget. His or her attention to these details is critical to the success of the financial management process. The commander must review the financial programs established for each of the responsibility centers under his or her command.

The commander sets the tone and inspires attitudes for improved resource management by asking questions suggested by program conditions, reviewing causative factors, weighing the alternatives suggested by his/her staff, and directing action. The commander fulfills many of these of these responsibilities by participating in Financial Management Board (FMB) activities, which we discuss later.

***Responsibility center (RC) manager.*** The RC manager plans, directs, and coordinates the work of subordinate organizations. These subordinate units, of course, consume resources in the performance of that work. In terms of this consumption, the RC manager:

- Reviews resource requirements of the subordinate units.
- Integrates requirements into an RC operating budget.

- Justifies requirements before the commander's review authorities.
- Determines the proper distribution of his or her approved operating budget.
- Analyzing the plans and performance of each RC/CC

This analysis is designed to identify imbalances in resource distribution and to ensure that resource consumption contributes effectively to mission accomplishment. This review identifies causes of overages and shortages; discusses alternative actions; and makes decisions to bring programs into line.

***Cost center (CC) manager.*** The CC is the basis production organization in the chain of command. The CC manager regulates on a day-to-day basis the consumption of manhours, supplies, equipment, and services. Resources are shifted to or from the various production tasks within the CC to ensure the proper mix, or to provide required emphasis. The CC manager is the base, or the point of initial action, in the building block process of operating budget development. Development of resource requirements and justifications forms the heart of, and determines the validity of, the wing or center operating budget as a whole.

The CC manager's day-to-day awareness of the relationship between resources consumed and products produced is the basis for the realignment of resources by his or her superiors. The success of this process depends on the CC managers playing an active role on the RC resource management team.

***Resource adviser (RA).*** Each RC manager will appoint people (resource advisers—RAs) to monitor the preparation of estimated requirements for resources, participate in the development of expense targets, and monitor the use of resources in day-to-day operations. RAs of RCs are automatically members of the Financial Working Group (FWG).

Resource advisers are the primary point of contact for comptroller personnel and other resource advisers on matters pertaining to resource management within their specific functions. Resource advisers know the cost of their function in every detail. They must have insight into the relationship between output and cost and the factors that cause this relationship to fluctuate. They must have a thorough understanding of the management reports produced by the accounting system for operations and the materiel system. Resource advisers interpret these reports and make recommendations for action by their RC manager.

In view of the necessity for a relationship of trust and confidence between the managers and their resource advisers, the selection of resource advisers is critical. The qualities below should be considered in selecting resource advisers. They should have:

- A good working knowledge of the organizations they represent, including its mission, the mix of required resources, and historical costs.
- A good knowledge of the accounting system for operations, with particular concentration of data input and reports produced.
- The ability to distinguish between apparent and real causative factors.
- The ability to deal successfully with personnel insubordinate, lateral, and higher organizations.
- Mature judgment.

***All managers.*** All managers are expected to keep a close watch on the activities within their responsibility areas that contribute to the cost of Air Force operations. They are not expected, however, to control all operational costs to the same degree they control resources while the cost is being incurred. For example, the Deputy Commander for Operations may have very little control over the fuel aircraft will consume for each hour they are airborne in conformance with his or her flying hour program. He or she does have, however, a large degree of control over the training accomplished while the fuel is being consumed by keeping a close watch over the efficiency with which the training is done while the costs are accruing.

**Exercises (219):**

1. Match the responsibilities in column B with the management level to which they most closely relate in column A.

*Column A*

____(1) Line management.
____(2) Staff management.
____(3) Commander.
____(4) Responsibility center managers.
____(5) Cost center managers.
____(6) Resource advisers.
____(7) All managers.

*Column B*

a. Monitor the preparation of estimated requirements for resources, participate in the development of expense targets, and monitor the use of resources in the day-to-day operations.
b. Play an active role in reviewing the financial programs established for each of the established responsibility centers reporting directly to him or her.
c. Plan and direct the actions of an organization or programs in terms of an all-inclusive budget, and then manage the problem within the resources allotted.
d. Plan, direct, and coordinate the activities of subordinate organizations.
e. Maintain surveillance over all activities within their responsibility areas that contribute to the cost of Air Force operations.
f. Regulates on a day-to-day basis the consumption of manhours, supplies, equipment, and services in the production of things or the performance of tasks.
g. Deals with commodities that are the resources or services used in the operating activities of base organizations.

## 4-3. Budget Requirements

The planning, programming, and budgeting system was developed to provide a systematic review of DOD programs in the FYDP. The review begins with an analysis of alternatives based on national objectives and threats from other nations. These alternatives are translated into resource requirements, which must be scheduled within the constraints placed on the system by the Secretary of Defense. After program decisions have been made, they must be translated into budget requests by appropriation category and communicated to Congress.

This segment will attempt to outline the budgeting process from the national level down to you at the base.

### 220. Describe the budgeting system at the national level.

**Budgeting System.** Budgeting involves the translation of Secretary of Defense program decisions into appropriation categories for presentation to Congress. The timeframe for this function changes from the 5–8 years identified in the FYDP for programming to a single fiscal year (plus an additional year for authorized programs). Primary involvement in this area is by comptrollers in the Office of the Secretary of Defense, the DOD components, and by the Office of Management and Budget (OMB). The budgeting process at this level is accomplished through three sets of documents: budget estimate submissions (BESs) decision package sets (DPS), and the President's budget.

***Budget Estimate Submissions (BES).*** After the Secretary of Defense expresses program decisions in the PDMs, each DOD component develops a BES to translate those decisions into appropriations requests. Because there are only 2 to 4 weeks between the PDM and when the BES must be provided, DOD components must begin work on the BES before to the final program decisions.

OSD publishes BES guidance each year in July or August. Using this guidance the DOD components translate their POMs into budget estimates. As PDMs modify the POM levels, the initial estimates are then revised to provide the BES for the component. The total BES for each DOD component cannot exceed the total program guidance for that DOD component as specified in the PDM.

Estimates pertain to the budget year (that is, the first year in the PDM decisions) and to the following year for programs which require Congressional authorization. As part of the BES, the DOD components must submit decision packages in a base budget format. These packages include not only dollar and personnel estimates, but also justifications to include economic analyses, where appropriate.

***Budget reviews and decision package sets (DPSs).*** When the BESs are received by the Office of the Assistant Secretary of Defense (Comptroller), a joint review with the OMB is arranged. The OMB has been involved with the defense program through reviewing the Consolidated Guidance (CG), by providing suggestions for issues to be developed in the Issue Papers, and by participating in the development of recommended PDM decisions. Thus, OMB analysts are familiar with DOD requirements, programs, etc. The OMB staff works with their DOD counterparts to review such factors as forces to be supported, levels of operations, and deployment plans. This review ends with the preparation of a series of alternative DPSs presented to the Secretary of Defense for decision.

The recommended "markups" provide the amounts that have been included in the President's budget by appropriation, program, and project. The Secretary of Defense provides these recommendations. Each DOD component has the opportunity to reclama the decisions if it can provide new facts that were not previously available or if significant errors were made in the decision process. The approved decision package sets are sent back to the OMB for an independent review before developing the President's budget. The DPSs also provide the basis for the third update of the FYDP.

***President's budget.*** The DPSs represent Secretary of Defense decisions as to the recommended structure of the defense portion of the President's budget. These decisions are provided as written recommendations to the OMB. OMB then makes a final independent review before all budget estimates are submitted for Presidential review and decision. The President's decisions, reflected in Letters of Allowance, indicate the amounts to be included in the President's budget, which must be submitted to Congress within 15 work days after Congress convenes in January. The President's budget provides the funds requests necessary to support programs contained in his State of the Union message, which is transmitted at approximately the same time.

The process that produces the President's budget begins each year with a spring review. In this review, the Budget Director meets with representatives of each agency and reviews the economic and fiscal assumptions to be used in the budget year. There is an examination of program emphasis and overall funding levels by agency, and potential issues are identified for each agency.

Following the spring review, the Budget Director meets with the President to discuss the same subjects discussed in the spring review. The President provides guidance as to the size of the Federal budget and planning totals for each agency. These decisions are communicated to each agency and serve as guidance to OMB for subsequent reviews of each agency's budget submission.

The Budget Director gets an October update of the spring economic and fiscal picture before considering individual agency requests. Nondefense agencies conduct their reviews internally and present their estimates to OMB for further review. Formal hearings are conducted between the agency and the OMB staff. The OMB staff then reviews the request and specific issues with the Director of the Budget, who heads OMB. Agency issues and total outlay levels are discussed with the President, who makes tentative decisions on issues and agency totals. Meetings with cabinet members and heads of independent agencies are held to review the issues and to reach final decisions.

The procedure for the annual review of the defense budget differs from the procedure for the annual review of other government agency budgets. While the Secretary of Defense is making choices from among the alternatives, the

OMB staff meets with the Director of the Budget to discuss the implications of the recommendations under consideration by the Secretary of Defense. Emphasis is on those areas in which the two staffs are in disagreement. Meetings are held between the Budget Director and the Secretary of Defense to reduce differences to a minimum. On issues that remain in dispute, the President reviews the recommendations of the Director, Secretary of Defense, and other interested parties. A Presidential decision then determines the content of the President's budget.

***Budget enactment.*** The appropriations process involves translating the President's budget into spending authority. The process is specified in the Congressional Budget and Impoundment Control Act of 1974. Once Congress appropriates spending authority, the apportionment process enables the executive branch to distribute the spending authority to the appropriate executive agency for expenditure.

The appropriation bill provides the legislative branch approval for DOD obligation of funds. However, DOD does not report directly to Congress, but to the President. Before obligation can take place, each Federal agency must get approval through the apportionment process to obligate funds through executive branch channels. This is a recurring process by which spending authority is passed down through DOD management channels. Although the process is similar in each step, different terms are used to indicate the flow of spending authority through different levels in the chain of command.

***Legislative process.*** Several actions must take place before a DOD appropriations bill can become final.

*House of Representatives*. Consistent with long-standing custom, the House of Representatives takes first action on appropriation bills, although this is not required by law. In the House, the budget is referred to the Committee on Appropriations, which then refers the estimates to the Department of Defense Subcommittee for hearings on the broader aspects of policies, programs and objectives for DOD as a whole. Upon completion of its hearings, the Department of Defense Subcommittee drafts an appropriation bill for consideration of the full committee on appropriations. Finally the bill as approved by the full committee is brought to the floor of the House of Representatives for debate by the whole House. The bill might be amended on the floor of the House before it is passed.

*Senate*. When the Senate receives the appropriation bill passed by the House, it processes the bill through its Committee on Appropriations and to the Department of Defense Subcommittee. Senate action is completed by passage of a Senate appropriation bill which usually differs from the bill passed by the House. Then the Senate version or amendments to the appropriation bill are referred back to the House. The House receives and reviews the Senate amendments. If the House disagrees with any of the Senate's amendments, a Conference Committee is formed to reconcile these differences.

*Conference Committee*. A Conference Committee is made up of several Senate and House members. Their function is to reconcile the two versions of the bill so that a single bill can be recommended that both Houses of Congress will approve. The proceedings for this Committee of Conference culminate in a conference report that goes to both the House of Representatives and the Senate. Adoption of the conference report by both Houses results in passage of the appropriation bill.

**Exercises (220):**

1. What documents are involved in the budgeting process at the national level?
2. Who performs the budget reviews?
3. What is the purpose of decision package sets?
4. When is the President's budget submitted to Congress?
5. Describe the budgeting process beginning with the BES at the national level.
6. What does an approved appropriation bill provide?
7. What action is taken if the House of Representatives disagrees with any of the Senate's amendments to the budget?
8. Who publishes the BES guidance, and when is it published?
9. What factors are reviewed prior to preparation of the alternative DPSS?
10. What starts the President's budget process?
11. What is the apportionment process?
12. Who takes action first on appropriation bills?

**221. Relate the development of budget guidelines to budget estimates and summaries.**

**Budget Guidelines.** An operating budget or financial plan serves as a blueprint for managing an organization's resources. Budget guidelines form the basis for the preparation of the budget or financial plan. Preparation of these guidelines forces resource advisors to analyze current obligations, obligation rates, project future workload based on established programs, and determine the financial support necessary to accomplish this workload. The operating budget is nothing more than an organization's estimate of the financial resources that are required for the following year(s), based on the information available at the time of preparation.

Your budget guidelines will most likely be developed as a coordinated FWG action. This guidance should provide you instructions, forms, formats, and deadlines for preparing your operating budget submission. This detailed information provides a basis for distributing approved funding based on mission priority and balanced budget concepts. You should use internal management data and management reports from the accounting system for operations to determine your budget estimates. Since there are a multitude of unique requirements, budgeting methods, cost factors, and other variable elements involved in budget guideline and financial plan preparation, it is not practical to standardize budgeting across the Air Force. Each base or unit must involve operating managers as much as possible in budget guideline and financial plan formulation, justification, review, and execution.

**Budget Estimates.** As the responsibility center (RC) manager or the resource advisor (RA), you are best qualified to estimate and explain why requested resources are needed. You can best translate these resources into required job accomplishments to your counterparts at higher command level by ensuring they are defensible requirements, that the program is essential, and that alternatives and cost effectiveness have been considered. Required resources must be specific and related to an approved program. Use past experience in making your estimates, but don't be its slave. Identify fixed requirements that must be funded, as well as possible trade-offs. The following areas should be thoroughly developed in your estimate.

***Civilian personnel costs.*** Civilian pay funding is not a fixed area. It is managed by resource managers and supervisors, and some substitutions can be made between civilian pay, equipment, and supply funds. The only binding constraint is that fixed civilian personnel authorizations cannot be deleted to reprogram funds.

***TDY travel.*** TDY funds are always scarce and travel of personnel costs the Air Force millions of dollars each year. You can and should exercise control over administrative TDY and the mode of travel. Although MAJCOM directed TDY may consume most of these funds, base level managers should be selective as to the number of travelers, the mode of transportation, and the length of stay at the TDY point.

***Transportation.*** Base resource managers either control or significantly influence expenses. You should use logistics airlift (LOGAIR) as much as possible and ensure that vehicles are not over serviced or over maintained.

***Rented resources.*** Copy machines, civil engineering equipment, automatic data processing equipment, etc., must be thoroughly scrutinized. For example, when renting CE equipment, the cost may include the cost of the operator, as well as the equipment. The cost could be reduced through use of qualified military operators.

***Purchased utilities.*** Bases should have a a vigorous program to attack waste of utilities. An aggressive conservation program should encourage the participation of everyone.

***Communications.*** Ensure that only essential communications services are installed or retained in service. Evaluate the unit's requirements to ensure that only essential services are provided.

***Contractual services.*** These services could be an alternative to performing a mission. But first you must determine essentiality, cost effectiveness, and contractor performance before selecting this alternative.

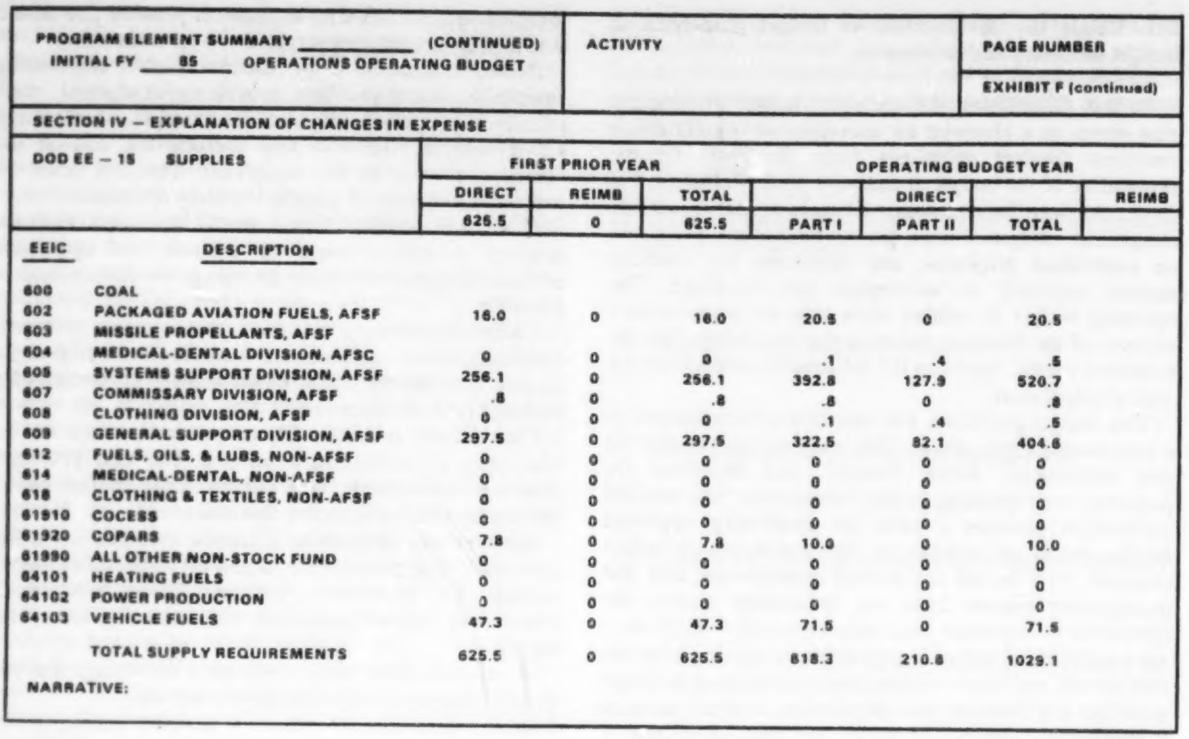
***Supplies and equipment.*** Effective management in this area could well produce the largest dividends. You should consider less expensive substitutes, lower bench stock levels, and reduced quantities when ordering from base supply.

To develop these areas, there are a few things that you should consider when preparing your estimate:

- Review past history—this is a realistic starting point. Know what it took to do the job last year and why. This is your baseline.
- Gather additional information—go to your customers, your supervisors, and your headquarters and ask for known requirements that will add to or subtract from your baseline.
- Review obligations—see if obligation rates might change during the upcoming period.
- Financial management assistance—if you don't know how to gather data for the budget, ask for assistance. The budget office, base supply, and others are willing to provide that assistance. When you submit your input, make it as accurate as possible and provide a logical, complete justification of your requirements.

**Budget Summary Preparation.** When you prepare your input to the budget, use meaningful language familiar to your counterparts, yet understandable to the layman. Provide realistic impact statements on what will happen if funding is not approved. And most important, build credibility with the "banker" at higher headquarters by avoiding padding and by identifying program and performance slippage. Surpluses should be declared as early as possible for transfer, and on the other hand, funding deficiencies should not be deferred or ignored.

The following is an explanation of figure 4-3. Figure 4-3A, contains a budget for a KC-135 Refueling Squadron, DOD EE 15 Supplies—FY 86. Follow the data across figure 4-3A for EEIC 609, General Support Division, AFSF. First Prior Year—Dir.$219.5, Reimb $0, Total $297.5. Operating Budget Year—Dir Part I—$322.5, Part II—$82.1, Total—$404.6. Figures 4-3B through F, contains the narrative. A narrative must contain the full



**PROGRAM ELEMENT SUMMARY ____________ (CONTINUED)**
**INITIAL FY 85 OPERATIONS OPERATING BUDGET**
**ACTIVITY**
**PAGE NUMBER**
**EXHIBIT F (continued)**

**SECTION IV – EXPLANATION OF CHANGES IN EXPENSE**

**DOD EE – 15 SUPPLIES**

| EEIC | DESCRIPTION | FIRST PRIOR YEAR DIRECT | FIRST PRIOR YEAR REIMB | FIRST PRIOR YEAR TOTAL | OPERATING BUDGET YEAR DIRECT PART I | OPERATING BUDGET YEAR DIRECT PART II | OPERATING BUDGET YEAR DIRECT TOTAL | OPERATING BUDGET YEAR REIMB |
|---|---|---|---|---|---|---|---|---|
| | | 625.5 | 0 | 625.5 | | | | |
| 600 | COAL | | | | | | | |
| 602 | PACKAGED AVIATION FUELS, AFSF | 16.0 | 0 | 16.0 | 20.5 | 0 | 20.5 | |
| 603 | MISSILE PROPELLANTS, AFSF | | | | | | | |
| 604 | MEDICAL-DENTAL DIVISION, AFSC | 0 | 0 | 0 | .1 | .4 | .5 | |
| 605 | SYSTEMS SUPPORT DIVISION, AFSF | 256.1 | 0 | 256.1 | 392.8 | 127.9 | 520.7 | |
| 607 | COMMISSARY DIVISION, AFSF | .8 | 0 | .8 | .8 | 0 | .8 | |
| 608 | CLOTHING DIVISION, AFSF | 0 | 0 | 0 | .1 | .4 | .5 | |
| 609 | GENERAL SUPPORT DIVISION, AFSF | 297.5 | 0 | 297.5 | 322.5 | 82.1 | 404.6 | |
| 612 | FUELS, OILS, & LUBS, NON-AFSF | 0 | 0 | 0 | 0 | 0 | 0 | |
| 614 | MEDICAL-DENTAL, NON-AFSF | 0 | 0 | 0 | 0 | 0 | 0 | |
| 618 | CLOTHING & TEXTILES, NON-AFSF | 0 | 0 | 0 | 0 | 0 | 0 | |
| 61910 | COCESS | 0 | 0 | 0 | 0 | 0 | 0 | |
| 61920 | COPARS | 7.8 | 0 | 7.8 | 10.0 | 0 | 10.0 | |
| 61990 | ALL OTHER NON-STOCK FUND | 0 | 0 | 0 | 0 | 0 | 0 | |
| 64101 | HEATING FUELS | 0 | 0 | 0 | 0 | 0 | 0 | |
| 64102 | POWER PRODUCTION | 0 | 0 | 0 | 0 | 0 | 0 | |
| 64103 | VEHICLE FUELS | 47.3 | 0 | 47.3 | 71.5 | 0 | 71.5 | |
| | TOTAL SUPPLY REQUIREMENTS | 625.5 | 0 | 625.5 | 618.3 | 210.8 | 1029.1 | |

**NARRATIVE:**

333806CJ1-33

Figure 4–3A. Budget summary, parts I and II.

justification for each budget submission (additions, changes, or deletions) within each EEIC. The proper justification is your meat and potatoes for your next fiscal year appropriations. You probably will not receive all of the requested funds (dollars); but, if any extra funds are available, the funds go to the units which can stand on the data presented in their budget's summary and narrative.

Analyze your Part I and Part II funds distribution. Part I is the funding that the RA can reasonably expect to receive for the year. Part I funding is also known as "anticipated financing." Valid requirements that cannot be accommodated within the anticipated funding are reflected as Part II or unfunded requirements. Part II requirements can only be funded by taking Part I funding from another responsibility center, or by receiving additional funds from higher headquarters.

**Exercises (221):**

1. What is the purpose of budget guidelines?

2. What information is provided by the budget guideline?

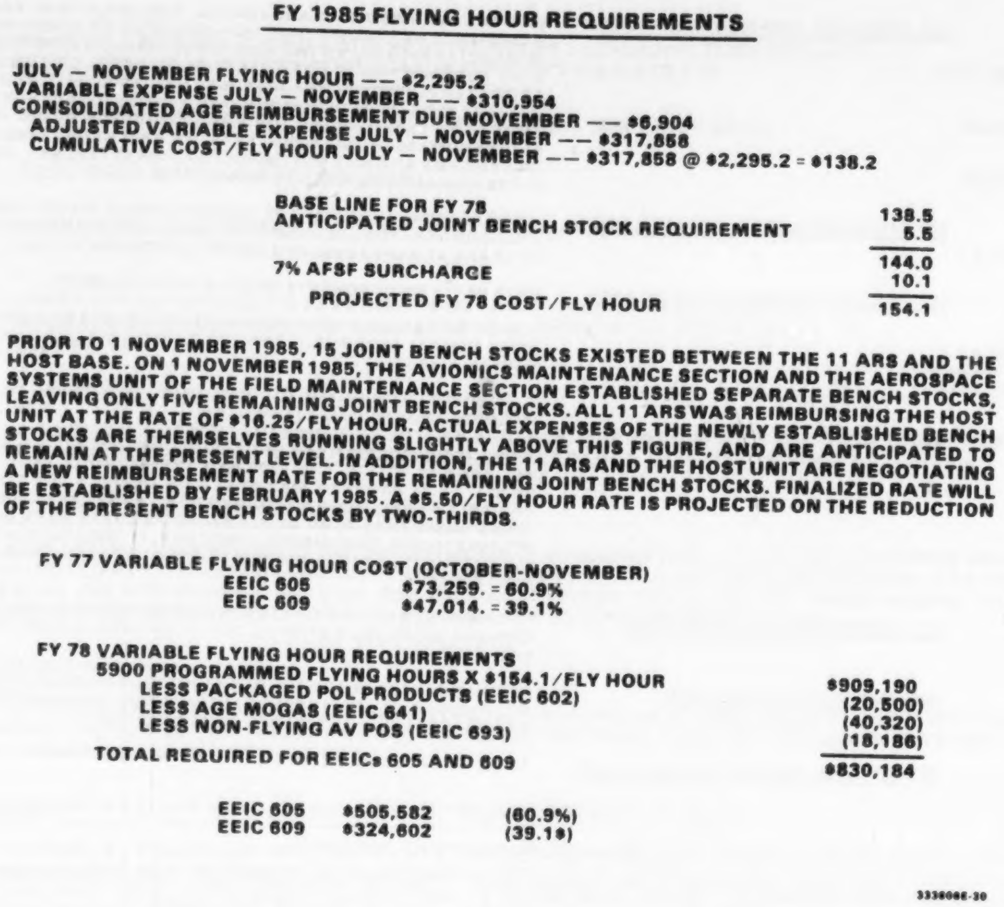
3. What is your role as RCM or RA in budget estimate preparation?

4. Identify the areas that you should thoroughly develop when preparing your estimate.

5. Explain Part I and Part II funds distribution in your budget summary.

6. How do budget guidelines, estimates and summaries relate?

7. What does the accounting system for operations provide?



**FY 1985 FLYING HOUR REQUIREMENTS**

JULY – NOVEMBER FLYING HOUR –– $2,295.2
VARIABLE EXPENSE JULY – NOVEMBER –– $310,954
CONSOLIDATED AGE REIMBURSEMENT DUE NOVEMBER –– $6,904
ADJUSTED VARIABLE EXPENSE JULY – NOVEMBER –– $317,858
CUMULATIVE COST/FLY HOUR JULY – NOVEMBER –– $317,858 @ $2,295.2 = $138.2

| | |
|---|---|
| BASE LINE FOR FY 78 | 138.5 |
| ANTICIPATED JOINT BENCH STOCK REQUIREMENT | 5.5 |
| | 144.0 |
| 7% AFSF SURCHARGE | 10.1 |
| PROJECTED FY 78 COST/FLY HOUR | 154.1 |

PRIOR TO 1 NOVEMBER 1985, 15 JOINT BENCH STOCKS EXISTED BETWEEN THE 11 ARS AND THE HOST BASE. ON 1 NOVEMBER 1985, THE AVIONICS MAINTENANCE SECTION AND THE AEROSPACE SYSTEMS UNIT OF THE FIELD MAINTENANCE SECTION ESTABLISHED SEPARATE BENCH STOCKS, LEAVING ONLY FIVE REMAINING JOINT BENCH STOCKS. ALL 11 ARS WAS REIMBURSING THE HOST UNIT AT THE RATE OF $16.25/FLY HOUR. ACTUAL EXPENSES OF THE NEWLY ESTABLISHED BENCH STOCKS ARE THEMSELVES RUNNING SLIGHTLY ABOVE THIS FIGURE, AND ARE ANTICIPATED TO REMAIN AT THE PRESENT LEVEL. IN ADDITION, THE 11 ARS AND THE HOST UNIT ARE NEGOTIATING A NEW REIMBURSEMENT RATE FOR THE REMAINING JOINT BENCH STOCKS. FINALIZED RATE WILL BE ESTABLISHED BY FEBRUARY 1985. A $5.50/FLY HOUR RATE IS PROJECTED ON THE REDUCTION OF THE PRESENT BENCH STOCKS BY TWO-THIRDS.

FY 77 VARIABLE FLYING HOUR COST (OCTOBER-NOVEMBER)

| | |
|---|---|
| EEIC 605 | $73,259. = 60.9% |
| EEIC 609 | $47,014. = 39.1% |

FY 78 VARIABLE FLYING HOUR REQUIREMENTS

| | |
|---|---|
| 5900 PROGRAMMED FLYING HOURS X $154.1/FLY HOUR | $909,190 |
| LESS PACKAGED POL PRODUCTS (EEIC 602) | (20,500) |
| LESS AGE MOGAS (EEIC 641) | (40,320) |
| LESS NON-FLYING AV POS (EEIC 693) | (18,186) |
| TOTAL REQUIRED FOR EEICs 605 AND 609 | $830,184 |

| | | |
|---|---|---|
| EEIC 605 | $505,582 | (60.9%) |
| EEIC 609 | $324,602 | (39.1$) |

Figure 4–3B. Budget summary, parts I and II.

8. What is the only binding constraint on civilian personnel costs?

9. What should base level managers carefully scrutinize in the TDY funds area?

10. What should be considered when preparing budget estimates?

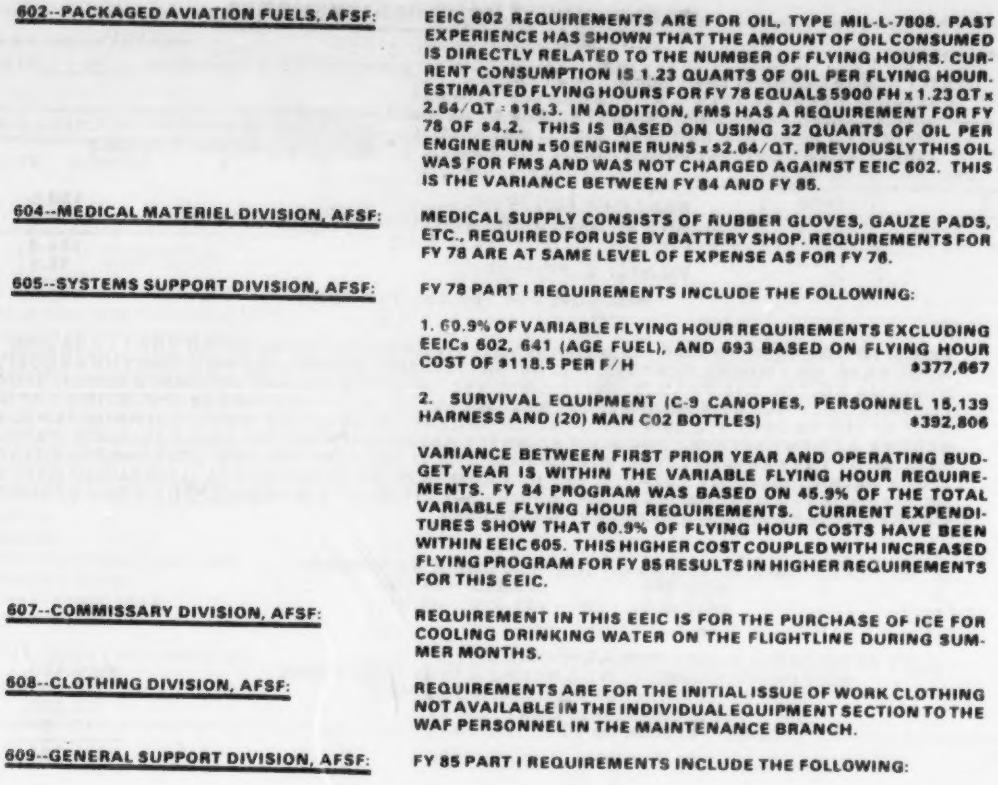
11. What does the narrative to the budget contain?

## 4-4. Equipment and Supplies Expenditures

As a resource manager, you will have to make sound decisions daily. To do this, you will need to be knowledgeable of certain management reports and their associated codes. Your first requirement can be made much easier as well as enjoyable by learning what is really necessary for you to know about management reports. the following section will channel your efforts toward the reports that you need, what they will tell you, and how you can use them.

**222. Describe the project funds management record/organization and cost center record (PFMR/OCCR) update and reconciliation report and the daily document register.**

**Materiel Management Reports.** Can you imagine running your own household or business without any idea



| | |
|---|---|
| **602--PACKAGED AVIATION FUELS, AFSF:** | EEIC 602 REQUIREMENTS ARE FOR OIL, TYPE MIL-L-7808. PAST EXPERIENCE HAS SHOWN THAT THE AMOUNT OF OIL CONSUMED IS DIRECTLY RELATED TO THE NUMBER OF FLYING HOURS. CURRENT CONSUMPTION IS 1.23 QUARTS OF OIL PER FLYING HOUR. ESTIMATED FLYING HOURS FOR FY 78 EQUALS 5900 FH x 1.23 QT x 2.64/QT = $16.3. IN ADDITION, FMS HAS A REQUIREMENT FOR FY 78 OF $4.2. THIS IS BASED ON USING 32 QUARTS OF OIL PER ENGINE RUN x 50 ENGINE RUNS x $2.64/QT. PREVIOUSLY THIS OIL WAS FOR FMS AND WAS NOT CHARGED AGAINST EEIC 602. THIS IS THE VARIANCE BETWEEN FY 84 AND FY 85. |
| **604--MEDICAL MATERIEL DIVISION, AFSF:** | MEDICAL SUPPLY CONSISTS OF RUBBER GLOVES, GAUZE PADS, ETC., REQUIRED FOR USE BY BATTERY SHOP. REQUIREMENTS FOR FY 78 ARE AT SAME LEVEL OF EXPENSE AS FOR FY 76. |
| **605--SYSTEMS SUPPORT DIVISION, AFSF:** | FY 78 PART I REQUIREMENTS INCLUDE THE FOLLOWING:<br>1. 60.9% OF VARIABLE FLYING HOUR REQUIREMENTS EXCLUDING EEICs 602, 641 (AGE FUEL), AND 693 BASED ON FLYING HOUR COST OF $118.5 PER F/H $377,667<br>2. SURVIVAL EQUIPMENT (C-9 CANOPIES, PERSONNEL 15,139 HARNESS AND (20) MAN C02 BOTTLES) $392,806<br>VARIANCE BETWEEN FIRST PRIOR YEAR AND OPERATING BUDGET YEAR IS WITHIN THE VARIABLE FLYING HOUR REQUIREMENTS. FY 84 PROGRAM WAS BASED ON 45.9% OF THE TOTAL VARIABLE FLYING HOUR REQUIREMENTS. CURRENT EXPENDITURES SHOW THAT 60.9% OF FLYING HOUR COSTS HAVE BEEN WITHIN EEIC 605. THIS HIGHER COST COUPLED WITH INCREASED FLYING PROGRAM FOR FY 85 RESULTS IN HIGHER REQUIREMENTS FOR THIS EEIC. |
| **607--COMMISSARY DIVISION, AFSF:** | REQUIREMENT IN THIS EEIC IS FOR THE PURCHASE OF ICE FOR COOLING DRINKING WATER ON THE FLIGHTLINE DURING SUMMER MONTHS. |
| **608--CLOTHING DIVISION, AFSF:** | REQUIREMENTS ARE FOR THE INITIAL ISSUE OF WORK CLOTHING NOT AVAILABLE IN THE INDIVIDUAL EQUIPMENT SECTION TO THE WAF PERSONNEL IN THE MAINTENANCE BRANCH. |
| **609--GENERAL SUPPORT DIVISION, AFSF:** | FY 85 PART I REQUIREMENTS INCLUDE THE FOLLOWING: |

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Figure 4–3C. Budget summary, parts I and II.

what is in your bank account? As a resource manager, you are running a business every day. These reports tell you how much money is in your bank account, what kind of expenses are being incurred, and how well your performance matches your planned program. You need to know how to read and use them.

There are five types of materiel management reports to which RC and CC managers will frequently refer. These reports explain RC/CC financial status and disclose the details of RC/CC transactions with the stock fund. All these reports are produced at least monthly, but may be produced more frequently, as desired.

The RC level reports are the PFMR/OCCR update and reconciliation report and the PFMR status list. The CC level reports are the daily document register, the obligated due-out list, and the OCCR list.

***PFMR/OCCR update and reconciliation report (D–11).*** This report (fig. 4-4) is available to RC managers. It provides a concise picture of the supply and equipment funds status for the total RC and for each CC. The three other reports in this series are the audit list, OCCR update, and the PFMR status list.

Because of its brevity, the RC manager finds it a convenient reference. It provides the current operating budget target, obligated due-outs, net issues, and available funds balance by supplies and equipment for each of the CC managers. The date of last update (DOLU) tells the RC manager when the PFMR (DOLU below the product date) and OCCRs were last updated.

Accounting and Finance also uses this report as a quality control product. If there are no differences between the sum total of dollar data shown in OCCRs and the total shown in the PFMR, zeros will be printed on the difference line. If differences exist, the amount out-of-balance will be printed. Accounting and Finance will research and correct out-of-balance conditions.

The base budget office also receives a copy of this report to obtain current supplies and equipment funding status by responsibility center.

The PFMR/OCCR provides the following information:

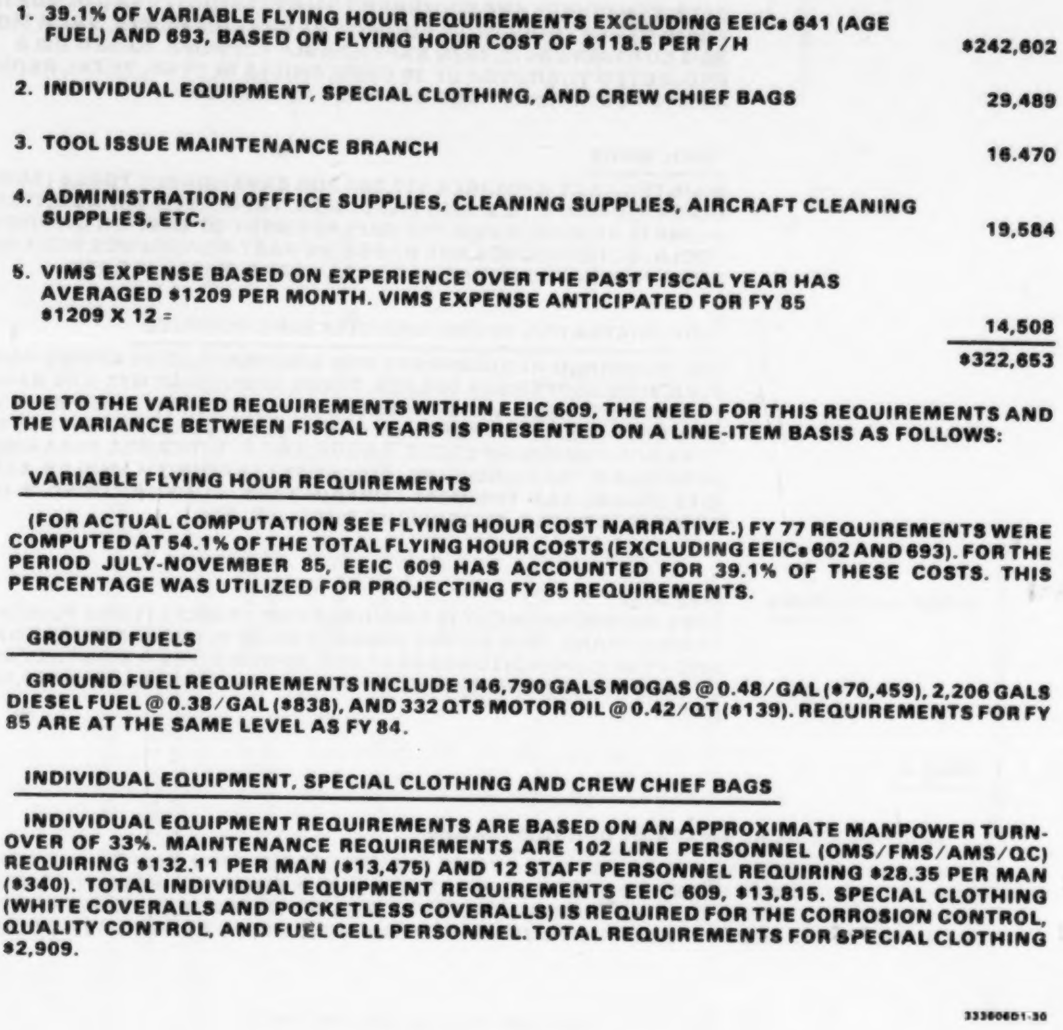
*Organization code*. The numerical code used by the computer to relate CCs to RCs.

*Cost center*. The code and description assigned to the organization.

*Fund target*. The amount of current available funds targeted for the organization to spend on supplies or equipment. Targets are loaded quarterly.

*Obligated due-outs*. The value of organizational due-outs for which organization current fiscal year funds are obligated.

*Net issues*. Current fiscal year dollar value of items issued by the stock fund (or purchased by the organization), offset by the amount of credit received for items turned in.



| | |
|---|---|
| 1. 39.1% OF VARIABLE FLYING HOUR REQUIREMENTS EXCLUDING EEICs 641 (AGE FUEL) AND 693, BASED ON FLYING HOUR COST OF $118.5 PER F/H | $242,602 |
| 2. INDIVIDUAL EQUIPMENT, SPECIAL CLOTHING, AND CREW CHIEF BAGS | 29,489 |
| 3. TOOL ISSUE MAINTENANCE BRANCH | 16.470 |
| 4. ADMINISTRATION OFFFICE SUPPLIES, CLEANING SUPPLIES, AIRCRAFT CLEANING SUPPLIES, ETC. | 19,584 |
| 5. VIMS EXPENSE BASED ON EXPERIENCE OVER THE PAST FISCAL YEAR HAS AVERAGED $1209 PER MONTH. VIMS EXPENSE ANTICIPATED FOR FY 85 $1209 X 12 = | 14,508 |
| | $322,653 |

DUE TO THE VARIED REQUIREMENTS WITHIN EEIC 609, THE NEED FOR THIS REQUIREMENTS AND THE VARIANCE BETWEEN FISCAL YEARS IS PRESENTED ON A LINE-ITEM BASIS AS FOLLOWS:

VARIABLE FLYING HOUR REQUIREMENTS

(FOR ACTUAL COMPUTATION SEE FLYING HOUR COST NARRATIVE.) FY 77 REQUIREMENTS WERE COMPUTED AT 54.1% OF THE TOTAL FLYING HOUR COSTS (EXCLUDING EEICs 602 AND 693). FOR THE PERIOD JULY-NOVEMBER 85, EEIC 609 HAS ACCOUNTED FOR 39.1% OF THESE COSTS. THIS PERCENTAGE WAS UTILIZED FOR PROJECTING FY 85 REQUIREMENTS.

GROUND FUELS

GROUND FUEL REQUIREMENTS INCLUDE 146,790 GALS MOGAS @ 0.48/GAL ($70,459), 2,206 GALS DIESEL FUEL @ 0.38/GAL ($838), AND 332 QTS MOTOR OIL @ 0.42/QT ($139). REQUIREMENTS FOR FY 85 ARE AT THE SAME LEVEL AS FY 84.

INDIVIDUAL EQUIPMENT, SPECIAL CLOTHING AND CREW CHIEF BAGS

INDIVIDUAL EQUIPMENT REQUIREMENTS ARE BASED ON AN APPROXIMATE MANPOWER TURNOVER OF 33%. MAINTENANCE REQUIREMENTS ARE 102 LINE PERSONNEL (OMS/FMS/AMS/QC) REQUIRING $132.11 PER MAN ($13,475) AND 12 STAFF PERSONNEL REQUIRING $28.35 PER MAN ($340). TOTAL INDIVIDUAL EQUIPMENT REQUIREMENTS EEIC 609, $13,815. SPECIAL CLOTHING (WHITE COVERALLS AND POCKETLESS COVERALLS) IS REQUIRED FOR THE CORROSION CONTROL, QUALITY CONTROL, AND FUEL CELL PERSONNEL. TOTAL REQUIREMENTS FOR SPECIAL CLOTHING $2,909.

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Figure 4-3D. Budget summary, parts I and II.

*Available balance*. Fund target minus obligated due-outs and net issues. This is the amount of current fiscal year money remaining to spend for supplies and equipment.

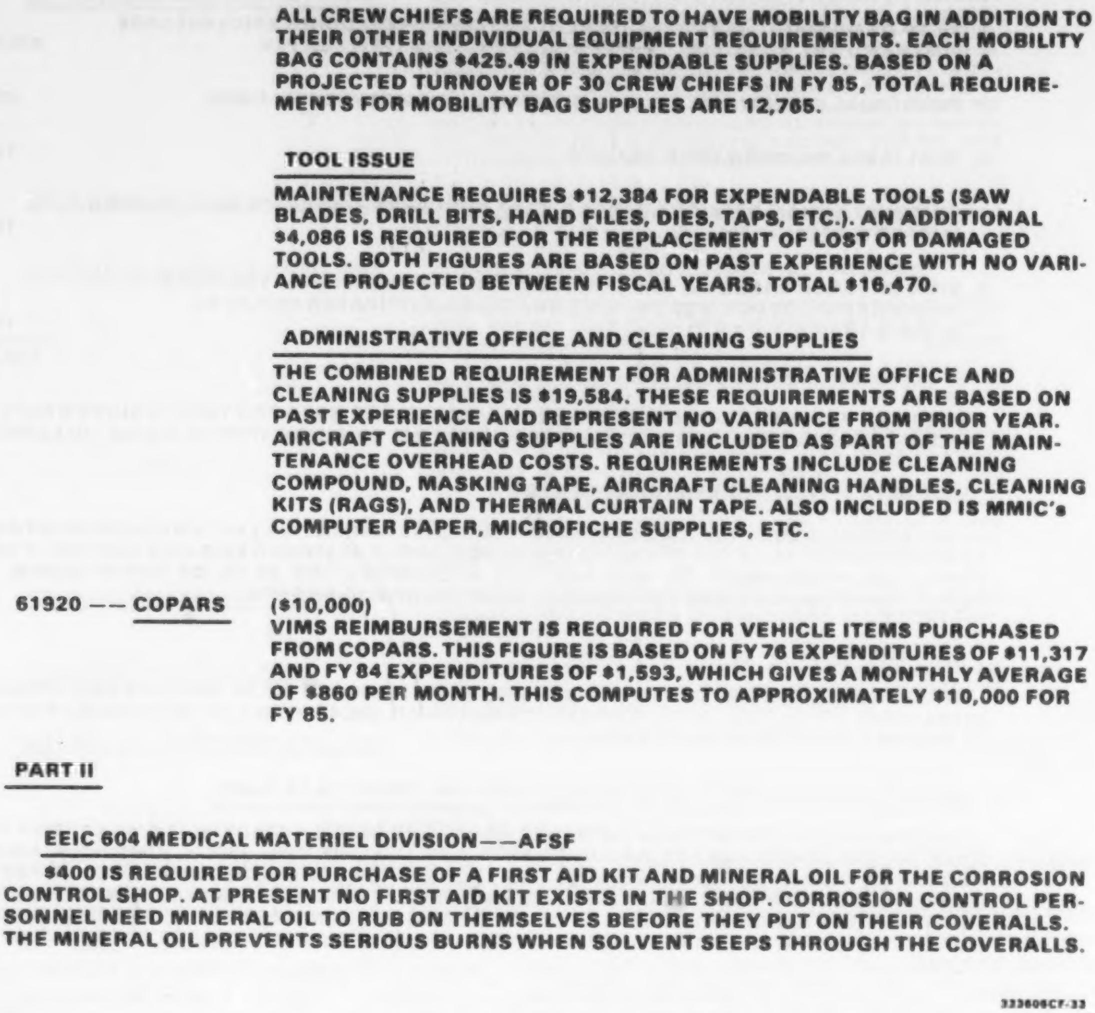
*Unobligated due-outs*. The value of organizational due-outs for which organization funds are not obligated.

*Prior-year obligated due-outs*. The value of organizational due-outs which were funded with prior fiscal year funds.

*Prior-year net issues*. Dollar value of items issued by the stock fund and previously obligated (funded) with prior fiscal year funds.

*Reconciling the balance available and future requirements*. The balance available and estimated future requirements must be examined carefully. If funds are not available at the time of order placement, the stock fund cannot provide the materiel to the requesting CC. The issue requests are automatically rejected, and unfunded equipment due-outs receive a TEX 8 (do not requisition) and are considered as memo requirements.

***Daily document register (DO4)***. This listing (fig. 4-5) is available to the RC and CC manager daily if the CC



ALL CREW CHIEFS ARE REQUIRED TO HAVE MOBILITY BAG IN ADDITION TO THEIR OTHER INDIVIDUAL EQUIPMENT REQUIREMENTS. EACH MOBILITY BAG CONTAINS $425.49 IN EXPENDABLE SUPPLIES. BASED ON A PROJECTED TURNOVER OF 30 CREW CHIEFS IN FY 85, TOTAL REQUIREMENTS FOR MOBILITY BAG SUPPLIES ARE 12,765.

TOOL ISSUE

MAINTENANCE REQUIRES $12,384 FOR EXPENDABLE TOOLS (SAW BLADES, DRILL BITS, HAND FILES, DIES, TAPS, ETC.). AN ADDITIONAL $4,086 IS REQUIRED FOR THE REPLACEMENT OF LOST OR DAMAGED TOOLS. BOTH FIGURES ARE BASED ON PAST EXPERIENCE WITH NO VARIANCE PROJECTED BETWEEN FISCAL YEARS. TOTAL $16,470.

ADMINISTRATIVE OFFICE AND CLEANING SUPPLIES

THE COMBINED REQUIREMENT FOR ADMINISTRATIVE OFFICE AND CLEANING SUPPLIES IS $19,584. THESE REQUIREMENTS ARE BASED ON PAST EXPERIENCE AND REPRESENT NO VARIANCE FROM PRIOR YEAR. AIRCRAFT CLEANING SUPPLIES ARE INCLUDED AS PART OF THE MAINTENANCE OVERHEAD COSTS. REQUIREMENTS INCLUDE CLEANING COMPOUND, MASKING TAPE, AIRCRAFT CLEANING HANDLES, CLEANING KITS (RAGS), AND THERMAL CURTAIN TAPE. ALSO INCLUDED IS MMIC's COMPUTER PAPER, MICROFICHE SUPPLIES, ETC.

61920 — — COPARS ($10,000)

VIMS REIMBURSEMENT IS REQUIRED FOR VEHICLE ITEMS PURCHASED FROM COPARS. THIS FIGURE IS BASED ON FY 76 EXPENDITURES OF $11,317 AND FY 84 EXPENDITURES OF $1,593, WHICH GIVES A MONTHLY AVERAGE OF $860 PER MONTH. THIS COMPUTES TO APPROXIMATELY $10,000 FOR FY 85.

PART II

EEIC 604 MEDICAL MATERIEL DIVISION— —AFSF

$400 IS REQUIRED FOR PURCHASE OF A FIRST AID KIT AND MINERAL OIL FOR THE CORROSION CONTROL SHOP. AT PRESENT NO FIRST AID KIT EXISTS IN THE SHOP. CORROSION CONTROL PERSONNEL NEED MINERAL OIL TO RUB ON THEMSELVES BEFORE THEY PUT ON THEIR COVERALLS. THE MINERAL OIL PREVENTS SERIOUS BURNS WHEN SOLVENT SEEPS THROUGH THE COVERALLS.

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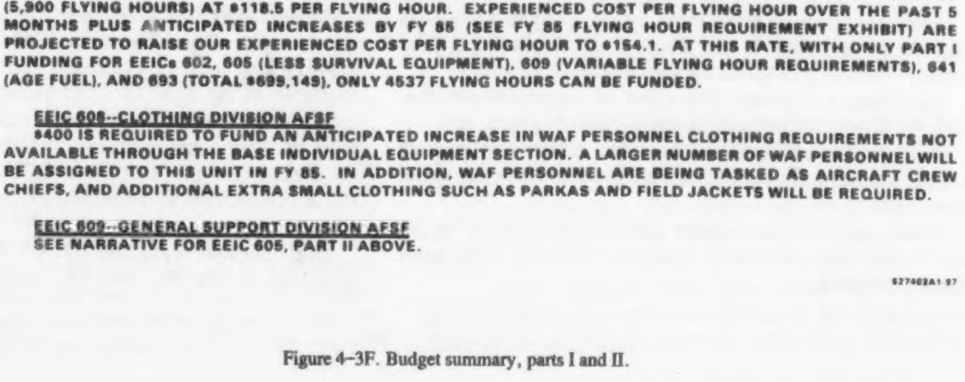
Figure 4–3E. Budget summary, parts I and II.



EEIC 605--SYSTEMS SUPPORT DIVISION AFSF

AMOUNT PROGRAMMED IN PART I IS SUFFICIENT TO FUND THE PROJECTED FLYING HOUR PROGRAM FOR FY 85 (5,900 FLYING HOURS) AT $118.5 PER FLYING HOUR. EXPERIENCED COST PER FLYING HOUR OVER THE PAST 5 MONTHS PLUS ANTICIPATED INCREASES BY FY 85 (SEE FY 85 FLYING HOUR REQUIREMENT EXHIBIT) ARE PROJECTED TO RAISE OUR EXPERIENCED COST PER FLYING HOUR TO $154.1. AT THIS RATE, WITH ONLY PART I FUNDING FOR EEICs 602, 605 (LESS SURVIVAL EQUIPMENT), 609 (VARIABLE FLYING HOUR REQUIREMENTS), 641 (AGE FUEL), AND 693 (TOTAL $699,149), ONLY 4537 FLYING HOURS CAN BE FUNDED.

EEIC 608--CLOTHING DIVISION AFSF

$400 IS REQUIRED TO FUND AN ANTICIPATED INCREASE IN WAF PERSONNEL CLOTHING REQUIREMENTS NOT AVAILABLE THROUGH THE BASE INDIVIDUAL EQUIPMENT SECTION. A LARGER NUMBER OF WAF PERSONNEL WILL BE ASSIGNED TO THIS UNIT IN FY 85. IN ADDITION, WAF PERSONNEL ARE BEING TASKED AS AIRCRAFT CREW CHIEFS, AND ADDITIONAL EXTRA SMALL CLOTHING SUCH AS PARKAS AND FIELD JACKETS WILL BE REQUIRED.

EEIC 609--GENERAL SUPPORT DIVISION AFSF

SEE NARRATIVE FOR EEIC 605, PART II ABOVE.

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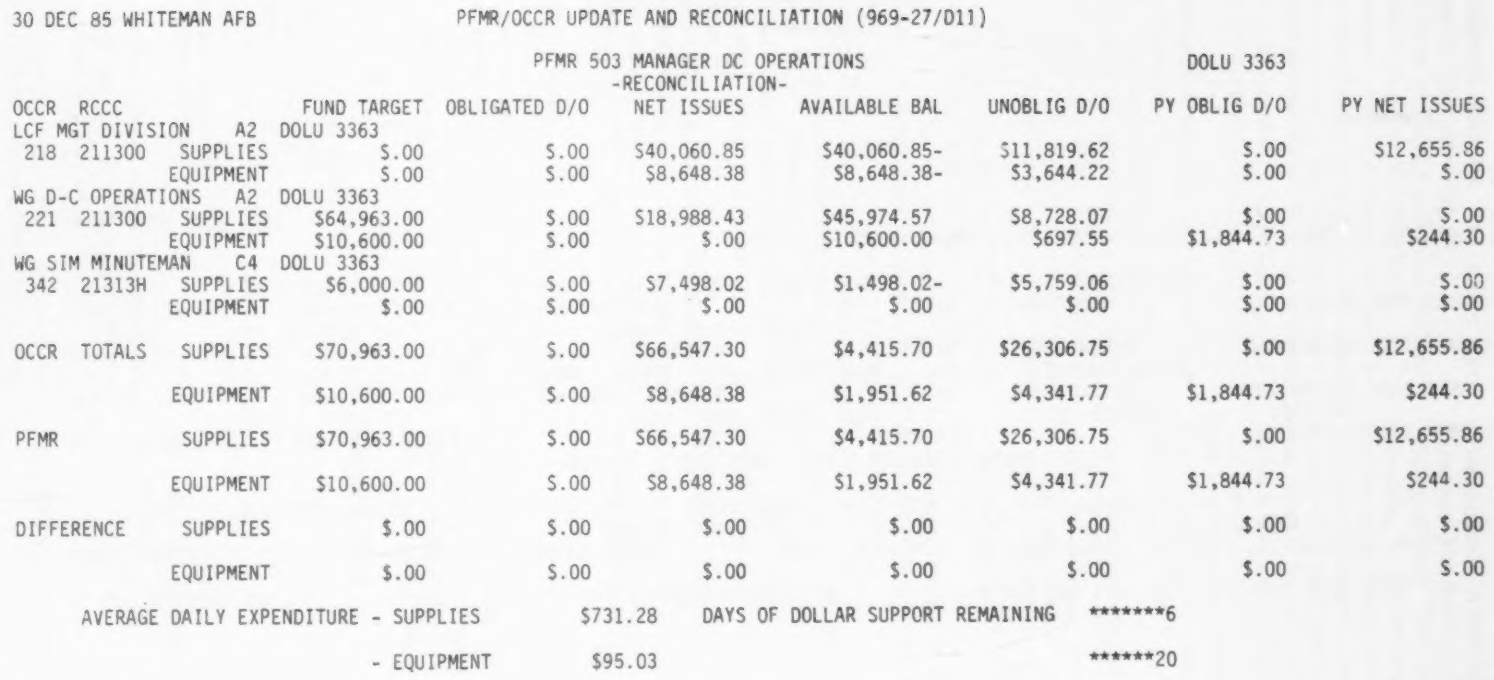
Figure 4–3F. Budget summary, parts I and II.



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30 DEC 85 WHITEMAN AFB            PFMR/OCCR UPDATE AND RECONCILIATION (969-27/D11)

                                         PFMR 503 MANAGER DC OPERATIONS                              DOLU 3363
                                                -RECONCILIATION-
OCCR  RCCC              FUND TARGET  OBLIGATED D/O    NET ISSUES     AVAILABLE BAL     UNOBLIG D/O    PY OBLIG D/O      PY NET ISSUES
LCF MGT DIVISION     A2  DOLU 3363
 218  211300   SUPPLIES        $.00           $.00    $40,060.85       $40,060.85-      $11,819.62            $.00         $12,655.86
               EQUIPMENT       $.00           $.00     $8,648.38        $8,648.38-       $3,644.22            $.00               $.00
WG D-C OPERATIONS    A2  DOLU 3363
 221  211300   SUPPLIES  $64,963.00           $.00    $18,988.43       $45,974.57        $8,728.07            $.00               $.00
               EQUIPMENT $10,600.00           $.00          $.00       $10,600.00          $697.55       $1,844.73            $244.30
WG SIM MINUTEMAN     C4  DOLU 3363
 342  21313H   SUPPLIES   $6,000.00           $.00     $7,498.02        $1,498.02-       $5,759.06            $.00               $.00
               EQUIPMENT       $.00           $.00          $.00             $.00             $.00            $.00               $.00

OCCR  TOTALS   SUPPLIES  $70,963.00           $.00    $66,547.30        $4,415.70       $26,306.75            $.00         $12,655.86

               EQUIPMENT $10,600.00           $.00     $8,648.38        $1,951.62        $4,341.77       $1,844.73            $244.30

PFMR           SUPPLIES  $70,963.00           $.00    $66,547.30        $4,415.70       $26,306.75            $.00         $12,655.86

               EQUIPMENT $10,600.00           $.00     $8,648.38        $1,951.62        $4,341.77       $1,844.73            $244.30

DIFFERENCE     SUPPLIES        $.00           $.00          $.00             $.00             $.00            $.00               $.00

               EQUIPMENT       $.00           $.00          $.00             $.00             $.00            $.00               $.00

      AVERAGE DAILY EXPENDITURE - SUPPLIES       $731.28   DAYS OF DOLLAR SUPPORT REMAINING   *******6

                                - EQUIPMENT      $95.03                                       ******20
```

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Figure 4-4. PFMR/OCCR update and reconciliation report, D-11.

```
09 MAR 85 LOWRY AFB         (PART 1)          DAILY DOCUMENT REGISTER         (D04/804-29) TA B  01 3059 3068 3068  PAGE 209

STOCK NUMBER.....   ERC  FAC IP R/I  UI  NOMENCLATURE............QTY... EX COST.. AC  MARK FOR...... S/A...TIC DOCUMENT NUMBER
F B                                             ENDING  TRAN SER           STA  O  F                    REASON
I C             TP TRANS PHRASE           DOLD  BAL...  DATE NBR..  DOLT  ADV  F  C STOCK NUMBER REQ..  Y

                                      883 AFAFC DIR RESOURCE MGT  AFAFC DENVER CO 80279
9920 00 286 8599     XB34 000  MJBB OEA                 000         96   $313.92                        FCU K883AB 2340 3602
 9              4A U/I - U/P CHG                000096  3068 02836 3868  U K            EA  00000074       00000401
5440 00 227 1593     XB34 330 CZ 633 REA STEPLADDER,WOOD6FTL        6   $210.00    JOHNSON/BCE          DOR R883AB 3056 0200
F 9             1A -ITEM RECORD   COO     3068  000000  3068 04019 3068     B5G   D    5440002271593
6140 01 041 0262     XB34 000 CZ    REA BATTERY,STOR 700MAH         6   $133.80    GUARD RADIO          DUO R883AB 3068 0243
 9              4W NOT AUTH STK                 000006  3068 04683 2291         T
8105 00 726 5592     XB34 330 CZ 633 RMX BAG,PLSTC,12X8X22          3    $82.50    HARTZMAN             ISU R883AB 3068 0261
F 9             1A -ITEM RECORD   COO     3066  000002  3068 05532 3066         )  D   8105007265592

                                                             ISU       DUO    DOR-O/T    DOR-D   DUO-NAS      DOC     TOTAL
TOTAL THIS SHOP CODE                                           1         1          1        1         1        0         4
```

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Figure 4-5. Daily document register, DO-4.

processed any transactions that day. The listing also segregates transactions by shop code within CCs.

This document is used to monitor individual materiel transactions or to research problems on a daily basis.

It lists each document processed during the day, to portray the types and quantities of items the CC has issued or turned in, and how much money was involved. For turn-ins, the report also tells whether the CC received credit for the item. This is not a document for overall funds control. However, the report does contain data that is important to resource managers.

The following information describes the heading and information provided in the column.

*Item stock number*. This number identifies the national or locally assigned stock number of the item being transacted.

*Budget code*. This code is located beneath the stock number entry. The budget code, element of expense, and the expendability, recoverability, and repairability code (ERRC) are all interrelated.

Budget code 1 means System Support Division (SSD) of the Air Force stock fund (AFSF), and EEIC 605 (supplies). Budget code 9 means base funded items; General Support Division (GSD) of the AF stock fund. Budget code 9 coupled with ERRC "X" in the first position of the document number means EEIC 609 (GSD) supplies, but coupled with ERRC "N" in the first position means EEIC 628 (GSD) equipment. A "P" instead of the "E" means EEIC 609. Budget codes 1 and 9 mean that the CC pays for the item. Any other code or blank means that you do not have to pay for the item.

*ERRC*. This is the supply code indicating expendability, reparability, recoverability of the item. The first digit, if an "X," means a supply item (economic order quantity (EOQ) repairable, expendable; if an "N," means an equipment item.

*Financial inventory account (FIA) transaction code*. This is a three-digit FIA code used to update Supply and Accounting and Finance records as transactions occur. The CC manager also can use these codes to tell what happened to his or her money during a particular transaction. The most common stock fund FIA codes are:

| *FIA Code* | *Explanation* |
|---|---|
| 330 | Issue (charge to CC) expense items. |
| 331 | Issue (charge to CC) EAID items. |
| 440 | Turn-in (Credit) Expense items. |
| 441 | Turn-in (credit) EAID items. |
| 570 | Free issue expense items. |
| 571 | Free issue EAID items. |
| 680 | Turn-in (no credit) expense items. |
| 681 | Turn-in (no credit) EAID items. |

*Routing indicator*. This column is used to indicate the PFMR code to which the CC is subordinate when a transaction occurs between the AFSF and a CC.

*Unit of issue*. This is the number of items contained in a standard unit of issue (U/I) for this particular item of issue. This may vary from 1 (known as an "each," EA), to large quantities, such as a dozen, in a single U/I. If you aren't sure what the prescribed U/I is, ask the supply personnel in the customer support office.

*Nomenclature*. A short title or description of the item.

*Quantity*. The number of units of issue being transacted.

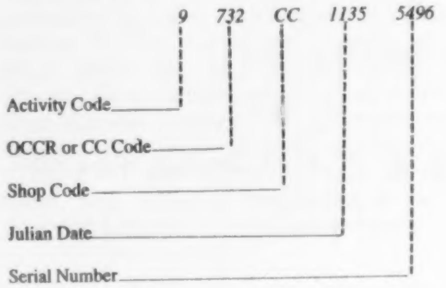
*Extended cost*. This is the total dollar value of the transaction. It is determined by multiplying the quantity times the price listed in the supply catalog or other source.

*Work order number*. A code that identifies the time being transacted to a particular job, which has been given a work order number by the pertinent CC. This normally only applies to civil engineering and is otherwise left blank.

*Document identifier code (DIC)*. This three-digit alpha code is also known as a transaction identifier code (TRIC). It tells what type of transaction has taken place. Some examples of DIC (TRIC) codes are:

ISU—Issue request/document.
DUO—Due-out.
DOr—Due-out Release.
DOC—Due-out cancelled.
TIN—Turn-in document.
FCU—Unit of issue and/or unit price change.
BST—Bulk turn-in.

*Document number*. A document number identifies each document causing a transaction. It is composed of several components:



These two reports (D-11 and DO4) are the principle documents you will use to manage your budget. The other reports referenced above are explained in detail in AFP 170-1, *Resource Manager's Handbook*.

**Exercises (222):**

1. What is the purpose of the D-11?

2. What are the other three reports in the PFMR/OCCR series?

3. What is a fund target?

4. What happens if funds are not available at the time of order placement?

5. What is the purpose of the DO4?

6. What is the use of the FIA transaction code?

7. Name the RC level reports.

8. Name the CC level reports.

9. What does the obligated due-outs column on the D–11 provide?

10. Describe budget codes 1 and 9.

11. What does an "N" in the first digit of the ERRC indicate?

12. What are the components of a supply document number?

### 223. Outline key financial data that should be briefed to management.

**Funds Status.** Bosses have their own ideas as to the financial information they need. This information can be provided in various formats and methods. Vugraphs, formal/informal briefing, or written correspondence are just a few of the ways. The funds status is vital to a unit's mission. Without money production will grind to a halt.

You should make sure that management is aware of quarterly targets for equipment and supplies, obligations, average daily expenditures, and days of support remaining. You can extract all of this information from the D–11. However, you may want to use the other reports that are available for the depth of information required.

**Funds Targets.** As mentioned earlier targets represent a translation of the mission requirements into the dollar value of the resources required to perform that mission. They are your estimate of the funds that will be required to support a particular element of expense investment code (EEIC).

The purposes of targets are to:

- Serve as guides for the consumption of resources, stated in dollar value terms.
- Provide the measure against which planning effectiveness can be determined.
- Provide the control mechanism through which overall financial plans are managed.
- Form the tool through which periodic reviews identify resource overages and shortages.

**Obligations.** Your primary concerns are to ensure that actual obligations are in line with quarterly targets and annual operating budget totals. You must also make sure that obligations are examined to determine if they are made in relation to production efforts and mission accomplishment.

**Expenditures and Remaining Support.** An expense is a form of obligation. Expenses represent goods and services for which funds have been obligated, and which have been received by the manager who will consume them. The types of expenditures are:

***Accured expenditures unpaid (AEU).*** AEUs consist of actual or estimated unpaid liabilities.

***Accrued expenditures paid (AEP).*** This is the actual payment of the expenditure.

Remaining support is an estimate, based on targets, obligations, and expenditures, of how many days of "dollar" support the RC can expect to have for the particular quarter or FY.

**Exercises (223):**

1. summarize some of the financial data that should be briefed to management.

2. List the purposes of a funds target.

3. What are the types of expenditures?

## 4-5. Financial Committees

The section will introduce you to the Financial Management Board and Financial Working Group.

### 224. State the purpose of the base financial committees and how they function.

**Financial Management Committees.** Funds allocated to an organization or activity generally do not satisfy its total requirements. Thus, to do the mission, it may have to reduce the scope of certain programs and deter or eliminate others.

The decision to reduce or eliminate programs or to set program priorities must be made by the coordinated efforts and the collective action of the commander and the commander's staff. Because there must be no unilateral management of programs competing for the same limited resources, financial management must become a function of committee action as well as an individual responsibility.

***Responsibilities of financial committees.*** To fulfill the requirement for collateral action and to accommodates the needs of line and staff managers, a formal financial management structure is required at each base. The personnel we have mentioned previously have specific roles in this structure.

The formal structure consists of two financial committees: a Financial Management Board (FMB) composed of line managers and a Financial Working Group (FWG) composed of line and staff personnel. Additionally, there is the resource management team (RMT), an informal management consulting team to help FMBs and FWGs.

The objective of the financial committees is to give line managers flexibility in determining how resources are to be committed and still recognize the technical supporting responsibilities of staff managers.

The Financial Management Board (FMB). The FMB is established by the senior or host commander at each base to determine program priorities and to ensure that resources are allocated in the most effective manner. The FMB is composed of top level managers of the major activities on an installation. The FMB will have at least the members listed below. Additional membership will be at the chairperson's discretion.

| *Staff* | *Position* |
|---|---|
| Commander | Chairperson |
| Deputy Commander for Maintenance | Member |
| Deputy Commander for Operations | Member |
| Group Commander | Member |
| Hospital Commander | Member |
| Comptroller | Member |
| Budget | Member |

The FMB meets at least quarterly or at the call of the chairperson. The chairperson should encourage RC managers who are directly subordinate to FMB members to attend the meetings as technical advisors (civil engineer, chief of supply, etc.). They may provide impact data during deliberation on the recommendations of the FWG.

The FMB reviews and approves the FWG's actions to ensure that financial programs are valid, that they represent a balanced program, and that all known or anticipated program requirements have been considered. The decisions of the FMB encompass the overall programs of the base and ultimately determine the effectiveness with which resources are used. These decisions evolve from review and evaluation of the operating budget and financial plans, recommended distribution of operating budget targets to base organizations, the listing of unfunded requirements, and other actions that affect the financial operations of the base.

Financial data must be presented to the FMB in enough detail to permit effective surveillance of operating programs. This data will summarize the operating budget by program element and each major RC by the types of resources required. These types of resources are identified by an element of expense investment code (EEIC). Summaries of other data also may be helpful, as long as the management emphasis is centered on the total program of the major RCs and not on base management by EEIC across the board.

The FMB members must represent requirements for approved programs and activities and ensure that the estimated costs and the justification are factual and complete. They must review and approve the distribution of quarterly and annual OBAs to RC/CC levels as prescribed by budgeting directives. They must identify the programs that will be deferred, reduced, eliminated, or moved to the unfunded portion of the operating budget when the FMB authorizes new or increased requirements. Finally, they must evaluate and approve the listing of unfunded items in priority sequence.

***The Financial Working Group (FWG).*** The purpose of the FWG is to state in terms of dollars which activities will get how much to spend. The FWG is composed of middle managers, both line and staff elements, oriented toward financial management of organizations or programs and management of commodities or resources (EEIC) required by the operating activities of the base or unit. The supplier of commodities or services for the base (supply, administration, transportation, etc.) is concerned with the total funds for the base in terms of total requirements of the commodity for which each is responsible. Conversely, the resource advisor, who is not a supplier of commodities (DCO, DCR, SP, etc.), is organization and program oriented. Resource advisors participate in the development of all-inclusive budgets for an organization or program and monitor the day-to-day use of resources for their RCs.

The FWG must include at least the members listed below, with additional membership at the chairperson's discretion based on local management needs.

| *Staff* | *Position* |
|---|---|
| Budget Officer | Chairperson |
| Personnel | Member |
| Transportation | Member |
| Civil Engineer | Member |
| Administration | Member |
| Contracting | Member |
| Supply | Member |
| Services | Member |
| Medical | Member |
| Chaplain | Member |
| Deputy Commander for Operations | Member |
| Deputy Commander for Resources | Member |
| HQ Squadron Commander (wing and CS group) | Member |
| Security Police | Member |

The FWG meets at the call of the chairperson, or at least once a quarter. Preparing the operating budgets is a vital part of the overall financial management process.

Operating budget estimates represent total amounts required to accomplish assigned missions and approved programs. The review of operating budgets must be deep and penetrating to achieve a high degree of credibility.

Organizations must apply financial requirements on a priority basis to accomplish mission objectives and, at the same time, provide for a reasonably uniform standard of living (program balance). To be effective, FWG members must realize during the review that they are agents of the commander rather than sole representatives of their own activity. The FWG members must participate in the development of requirements for base operating budgets and all other appropriated funds. Each member is responsible for the financial plans of the organization he or she represents. They must represent their organizations on matters concerning distribution of quarterly and annual operating budgets to the RCs. They must offer technical guidance to base activities concerning the use of resources for which they have primary responsibility. The resource advisors provide guidance to the RCs and CCs under their jurisdiction as well as guidance to base-wide users of their commodities.

The FWG identifies unfunded requirements and presents them to the FMB for review and approval. On FMB approval the FWG recommends adjustment or redistribution of operating budget targets between RCs when imbalances are noted.

***The resource management team (RMT).*** Each base has an RMT to help resource advisors and other financial managers find better ways to manage their resources efficiently. These resources consist of people, materials, and services. If the RMT is to effectively advise managers, its members should be experienced in the use of each of these resources. In short, we are suggesting that the RMT should include representatives from personnel, supply, civil engineering, transportation, maintenance, and budget functions. This is not to say that these functions need to be represented on every visit, but as required to solve various organizational problems.

The RMT is not an inspection team. It is a problem-solving team. The team, on a frequent and scheduled basis, visits the major responsibility centers on base to review how resources are being programmed, controlled, and consumed to meet mission requirements. From this review, training needs can be identified and satisfied. The efforts are geared to the working levels within the responsibility centers. This face-to-face contact between the representatives of the RMT and the people involved in the day-to-day operation of an activity is extremely beneficial to both.

In addition to the assistance, training, and crossfeed given across the base, the RMT should provide a status report to the Financial Management Board (FMB). This information allows the decisionmaking body to recognize good management progress and achievements and to identify undesirable trends and implement corrective action when problems appear.

**Exercises (224):**

1. What is the purpose of the FMB?
2. What is the minimum composition of the FMB?
3. When will the FMB convene?
4. What level of management composes the FWG?
5. When will the FWG convene?
6. What is the purpose of the FWG?
7. What is the function of the RMT?
8. What is the objective of the financial committees?
9. How do FMB decisions evolve?
10. What are the functions of the resource advisor?
11. Who approves new or increased budget requirements and unfunded items?
12. What is the recommended composition of the RMT?

# War Reserve Materiel (WRM) Management

AS STATED in AFM 1-1, *Basic Aerospace Doctrine of the United States Air Force*, the goal of the Air Force is peace. To achieve this goal, we must deter conflict by maintaining a force that is capable and ready. One means to reach this goal is the war reserve materiel (WRM) program. The WRM program directly impacts the ability of the Air Force to meet contingency requirements, and affects virtually every functional area in the logistics environment. WRM is essential in maintaining the readiness levels necessary to carryout our wartime mission. The broad scope of the responsibilities associated with WRM has created a situation where each participating function has created its own requirements.

While there are numerous publications that address the various managerial aspects of WRM, the absence of a consolidated document has made it more difficult to maintain competence, understanding, and continuity in the wholesale and retail WRM environment. The conglomeration of various WRM directives and the wide diversification inherent in the program create a situation that makes total program perspective difficult.

## 5-1. WRM Training

In 1959, the term "war readiness materiel" (WRM) was adopted, covering the entire spectrum of war reserve stocks in the Air Force. In the late fifties and early sixties, the doctrine of flexible response replaced that of massive retaliation. Flexible response required a force structure capable of rapidly responding to the outbreak of a limited war, contingency, or insurgency while retaining the capability to support a general nuclear or nonnuclear war. This change precipitated the storage of war readiness materiel at specific locations where the likelihood of need could be anticipated. Our national defense policy continues to stress flexible response, with increasing emphasis on controlled response and nonnuclear options.

In 1972, the term "war readiness materiel" was changed to "war reserve materiel," in accordance with AFR 400-24,(S) *Policy on War Reserve Materiel*.

The current USAF WRM program, with an investment of more than 2 billion dollars in materiel, has an impact on every operational command and practically every air base in the free world. It furnishes the initial wartime punch for our combat forces, assuring them of sufficient supplies and equipment until normal supply channels can be established.

Before we get into the training of our base counterparts in WRM management, we must first learn the purpose, categories, and positioning objectives.

**225. Specify the purpose of WRM, the categories, and positioning objectives of the program.**

War reserve materiel are those assets, in addition to normal peacetime operating stocks (POS), needed at the start of a conflict to support active forces until industrial production can sustain combat requirements. WRM is either prestocked or prepositioned.

**Prestocked WRM.** Prestocked WRM generally is stored in the AFLC wholesale logistics system to support the force after prepositioned assets are used. It consists of basic Pacer Flex and Command Overflow assets. Pacer Flex is the quantity of assets prestocked in the CONUS for follow-on support of wartime activities. Command Overflow are assets for which the MAJCOMs have either no storage or maintenance capability. Command Overflow assets also are stored in the CONUS.

**Prepositioned WRM.** Prepositioned WRM are assets stored at bases to augment POS, to enhance combat closure times, and to decrease the requirement for transportation resources during the early stages of conflict. The *USAF War and Mobilization Plan*, Volume 1 (WMP-1) lists the prepositioning objectives that support wartime activities by theater or area.

**WRM Categories.** There are three categories of WRM: spares, equipment, and consumables. Figure 5-1 illustrates these categories.

***Spares.*** WRM spares are prepositioned as war readiness spares kits (WRSK) and base level self-sufficiency spares (BLSS), and are prestocked as other war reserve material (OWRM). They support wartime aircraft activity listed in the USAF WMP-4, and are individual parts, assemblies, or subassemblies used for maintenance or repair of systems, equipment, and nonaircraft items such as tactical communications equipment.

*WRSK*. These are air transportable packages of spares and repair parts that can support aircraft; vehicles; command, control, and communication systems; and other equipment, pending resupply. Their composition depends on aircraft mission/design/series (MDS), expected tasking, location of the tasking, deployed maintenance capability, and time-phasing of follow-on maintenance and resupply support.

*BLSS*. These are nonmobile spares packages intended to support increased wartime activity for units or activities that don't deploy from their peacetime bases, but have a wartime tasking. Composition depends on tasking, in place maintenance capability, and programmed supply support.

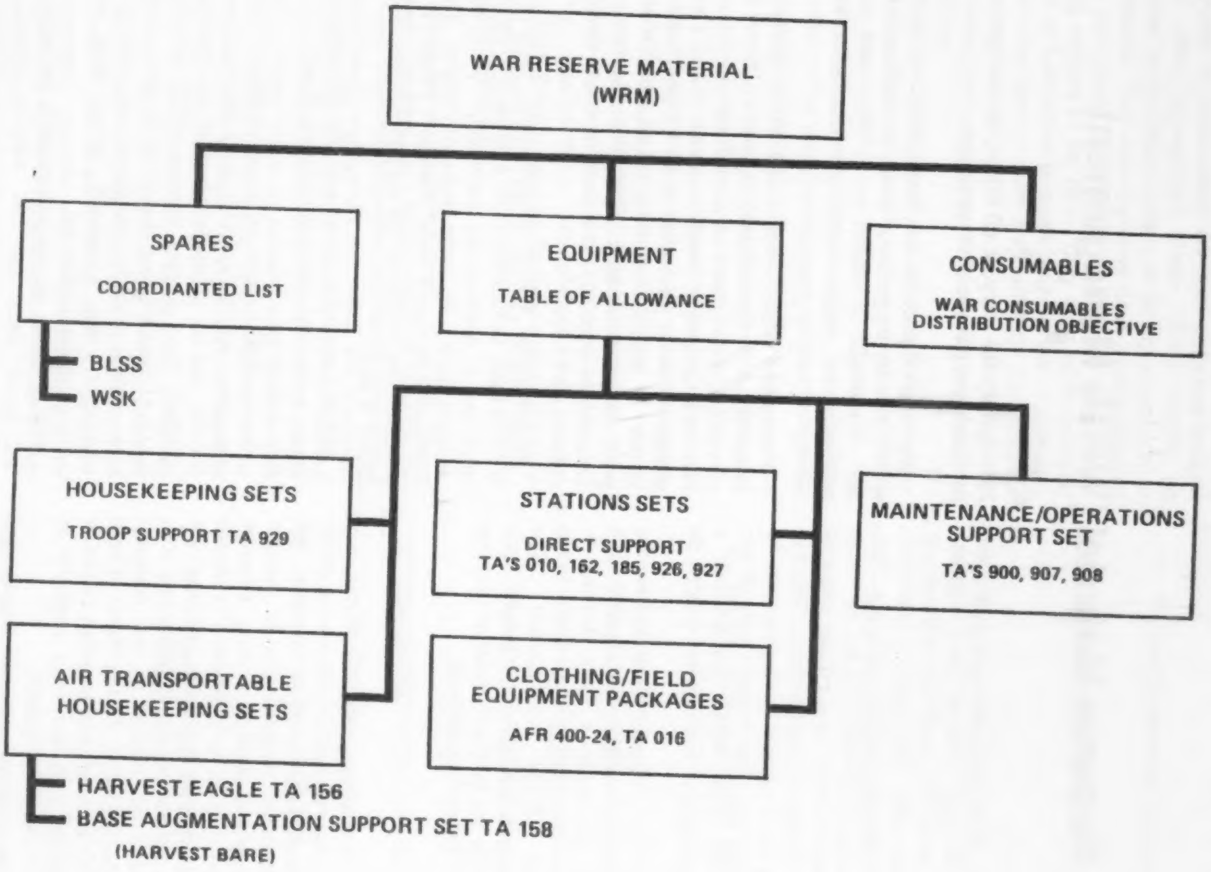

WAR RESERVE MATERIAL (WRM)
SPARES
COORDIANTED LIST
BLSS
WSK
EQUIPMENT
TABLE OF ALLOWANCE
CONSUMABLES
WAR CONSUMABLES DISTRIBUTION OBJECTIVE
HOUSEKEEPING SETS
TROOP SUPPORT TA 929
AIR TRANSPORTABLE HOUSEKEEPING SETS
HARVEST EAGLE TA 156
BASE AUGMENTATION SUPPORT SET TA 158
(HARVEST BARE)
STATIONS SETS
DIRECT SUPPORT
TA'S 010, 162, 185, 926, 927
CLOTHING/FIELD EQUIPMENT PACKAGES
AFR 400-24, TA 016
MAINTENANCE/OPERATIONS SUPPORT SET
TA'S 900, 907, 908
03095

Figure 5–1. Categories of WRM.

Quantities are based on prepositioning objectives and the time needed for effective resupply.

*OWRM*. This is the portion of the war reserve requirement needed to augment WRSK, BLSS, and POS, and sustain wartime operations until the point when the rate of industrial production of assets meets the total war requirements.

***Equipment.*** WRM equipment is authorized when equipment supporting programmed peacetime operation is inadequate to support wartime activities, identified in the USAF WMP. It includes weapon system support equipment, communications equipment, vehicles, aerial port equipment, and civil engineering equipment.

*Station sets*. These are mission support items that are prepositioned at operating bases or at standby bases to fulfill the minimum essential wartime support needs. They are weapon system oriented, and include ground support equipment (GSE) and vehicles.

*Housekeeping sets*. These are custom tailored base support oriented sets of housekeeping, rapid runway repair, refueling, communications, munitions maintenance, and 463L pallet resources. These sets are not prepackaged for mobility. Table of allowance (TA) 929 governs housekeeping set configurations.

*Harvest Bare/base augmentation support SET (BASS)*. Harvest Bare packages are designed to support personnel, aircraft, and other maintenance and base support functions. They include mobile hard wall and softwall facilities, utilities, and 30 days worth of associated spare parts and housekeeping supplies. Hardwall facilities are reusable lightweight, and modular, and consist of an expandable personnel shelter, expandable shelter containers, general purpose shelters, and aircraft hangars. All are maintained in an air transportable configuration. HQ TAC/LGX is the executive agent for maintaining and planning the use of Harvest Bare. HQ USAF/LERX controls the use of Harvest Bare in peacetime.

*Harvest Eagle*. Harvest Eagle sets are palletized air transportable packages of softwall facilities and 30 days of spare parts and supplies. Each set is designed to billet, feed, and support up to 1100 persons at bases without adequate housekeeping capability. They can support any weapon system deployment, but contain no aircraft support equipment or facilities.

*Maintenance/operations support letters (MOSS)*. Specifically configured air transportable squadron maintenance shelters and associated equipment are assigned to designated tactical squadrons and field maintenance squadrons. The individual pieces are designed for each major support function (electric shop, PMEL, sheet metal, etc.). The tables of allowances are 900, 907, 908.

The MOSS packages are presently limited to a few squadrons designated for deployment. As more dollars are available for the MOSS program, most units will have an air transportable maintenance capability as expandable work facilities.

*Clothing/field equipment*. WRM clothing/field equipment packages support one individual, and include prestocked functional clothing such as protective footwear; field, cold weather clothing and equipment.

***Consumables.*** War consumables are selected WRM expendable items that are directly related and necessary to a weapon or support system and combat or combat support activity for which expenditure factors or quantities are indicated in the USAF WMP-5. Included in this type support are such items as:

*Munitions*. Nonnuclear munitions quantities, excluding air intercept and antiradiation missiles, are computed by operational commands as prescribed in the nonnuclear consumables annual analysis (NCAA). The HQ USAF Directorate of Plans (XOX) computes air intercept and antiradiation missiles objectives in the NCAA.

*Petroleum, oil, and lubricants (POL)*. AFLC publishes the data in the fuels logistical area summary (FLAS) based on consumption and sortie data supplied by the using command in the wartime aircraft activity report (WAAR). Packaged POL products, such as engine oil and hydraulic fluid, are included in the war consumbles distribution objective (WCDO).

*Tanks, racks, adaptors, and pylons (TRAP)*. TRAP are aircraft auxilliary fuel tanks and aircraft weapons release equipment.

*Standard tanks, racks, adapters, and pylon packages (STRAPP)*. STRAPP are air deployable packages of fuel tanks and expendable hardware drawn from Pacer Flex, and are designed to provide replacement quantities for certain tactical fighter/reconnaissance weapon systems for a specific period of time.

*Standard air munitions package (STAMP)*. STAMP is a flexible mix of air transportable munitions packages consisting of prescribed quantities of conventional munitions to support certain tactical fighter/reconnaissance weapon systems.

*Rations*. The subsistance program is designed to provide continuous support to all authorized personnel. If the total wartime requirement exceeds the local commissary peacetime stocks, additional assets are authorized. The total wartime requirement is reduced by applying the local commissary resale and troop issue stocks and supplementing with enough prepositioned war reserve rations to carry on until resupply is established. The resupply time to be used is in the WMP-1, Annex D.

*Chaff*. These are thin metallic or fiberglass radar confusion reflectors of various lengths and frequency responses.

*Gases and demineralized water*. Base stock levels of gaseous oxygen (GOX), liquid oxygen (LOX), nitrogen, and demineralized water depend on projected consumption until the base capability or commerical sources can fill the requirements set by each MAJCOM. In the CONUS, LOX and nitrogen are usually available commercially, but many overseas bases depend on the base cryogenics generators as their supply source.

*Film*. Requirements for film and related chemicals used in tactical reconnaissance are computed by AFLC. HQ SAC computes the requirements for strategic reconnaissance. Both sets of factors are approved by HQ USAF/XOO, and published by AFLC in the WCDO.

*Medical supplies/equipment*. Medical items are managed exclusively by the USAF Surgeon General. Medical WRM is prepositioned or prestocked to support aeromedical staging; aeromedical evacuation; USAF blood programs; survival, recovery, and reconstitution (SRR) programs; the medical materiel program against biological and chemical warfare agents; wartime expansion of overseas medical facilities; air transportable hospitals (ATH); air transportable clinics (ATC); and mass casualty supplements.

**Exercises (225):**

1. What is the purpose of WRM?

2. Describe Pacer Flex and Command Overflow WRM assets.

3. What are the differences between prepositioned and prestocked WRM positioning objectives?

4. What are the categories of WRM?

5. Describe each category of WRM.

6. Define WRSK and BLSS.

7. For what is OWRM used?

8. Define housekeeping and station sets.

9. What assets are considered as consumables?

10. Who manages medical WRM consumables?

11. What is WRM?

12. Where can WRM prepositioning objectives be found?

13. Describe Harvest Bare/BASS.

14. What is the purpose of Harvest Eagle?

15. Describe STAMP.

### 226. Specify WRM training areas of responsibility for the WRM Officer/NCO (WRMO/WRMNCO).

**WRMO/WRMNCO.** As stated earlier, WRM effects nearly every mission essential specialty on a base. The WRMO/WRMNCO is responsible for ensuring the WRM program is effective and efficient.

To accomplish this seemingly impossible task, you must establish a WRM training program. Your training program should be based on your MAJCOM supplements to AFR 400–24 and other pertinent directives. Concentrate your efforts on the following areas when considering the training of your WRM monitors.

***Wing/base level.*** At the wing/base level, the Deputy Commander of Resources (DCR), and the Chief of Supply are responsible for management of WRM.

***Deputy Commander of Resources.*** The Wing Deputy Commander of Resources or the deputy for Materiel at each base where WRM is authorized will act as the base focal point for WRM to see that all base responsibilities for WRM are properly carried out. He or she will determine, monitor, and ensure adequate and timely corrective action by the responsible agency on all deficiencies hampering the capability of the base to carry out its responsibilities for WRM. The DCR will ensure that all concerned personnel are aware of the complete concept of the WRM program and are kept informed on all changes. The DCR also will ensure that WRM is kept serviceable at all times in accordance with AFR 400–24.

***Chief of supply.*** The chief of supply will perform the necessary supply planning to support the wartime mission with WRM, and will ensure the accuracy of all WRM reports.

Other agencies will ensure compliance with Air Force WRM policies and command implementing instructions.

***Major commands.*** Command responsibility of WRM management is commensurate with the level of command.

*Using command.* The using command provides the storing command with WRM requirements and other logistics data. The using command also arranges logistics support for its activities at non-USAF airfields in the CONUS. Arrangements with ANG units will be negotiated through the National Guard Bureau.

The using command plans and initiates action for logistical support for its activities at non-USAF airfields outside the CONUS and coordinate with the major command assigned responsibility for logistical area support, in accordance with the guidance contained in the USAF WMP. The using command also takes care of budgeting and funding WRM prepositioned at non-USAF airfields in the CONUS.

*Storing command*. This command determines and reports the availability of assets, and budgets and funds for shortages and replacements (base funded items only), excluding items required at non-USAF airfields in support of another command.

The storing command must submit requirements to Headquarters USAF for military construction projects required to support WRM programs. Also, it must obtain replacements from the appropriate sources, and care for on hand assets as required.

The storing command will be the host activity or command responsible for logistics area support (as specified in the USAF WMP–1) in those instances where the base is not under the jurisdiction of a major command. In addition, the storing command is responsible for the care of WRM stored on its bases for use by other commands, as well as that intended for its own use.

The storing command coordinates with the using command and AFLC, according to prescribed procedures to:

(1) Redistribute assets to support war or other emergency plans.

(2) Dispose of assets to eliminate local excesses.

(3) Control the use and movement of on hand assets.

All commands. All commands perform the following functions for WRM authorized to units and bases for which the command is responsible (including non-USAF airfields used by the Air Reserve Force activities for which the command is the wartime gaining command, except as modified by the Air National Guard responsibilities listed later). Each command:

(1) Assures that all activities and planning factors affecting wartime requirements are included and correctly reflected in the USAF WMP.

(2) Assures that all base funded WRM requirements are funded, obtained, distributed, and positioned to meet the planned wartime activities commensurate with the D-dates specified in the USAF WMP.

(3) Assures that action is initiated to obtain, distribute, and preposition WRM requirements (for other than base funded items), as appropriate, to support the planned wartime activities reflected in the USAF WMP.

(4) Authorizes WRM equipment required by units and bases for which it is responsible, including Air Reserve Forces units for which it is the wartime gaining command; assures that this equipment is accurately shown in the appropriate documents.

(5) Negotiates with the National Guard Bureau on WRM problems which cannot be resolved between the storing or using command and the ANG unit concerned.

(6) Supports the Air Reserve Forces called to active duty in accordance with criteria contained in the USAF WMP.

(7) Appoints a WRM project officer within the logistics function to assure that the command's logistics responsibilities for WRM are properly carried out.

(8) Informs Headquarters USAF immediately if any of the above responsibilities cannot be carried out.

**Limitations of WRM.** AFR 400–24 establishes the basic policies and responsibilities for the WRM program. It provides numerous limitations not included in this chapter. However, the following information will give you an idea of what is, and what is not authorized as WRM.

Items are authorized as WRM only if they meet all other criteria and are essential to the operational effectiveness of a combat force or its supporting logistic systems. Other items authorized as WRM are those required for the survivable of personnel, or the lack of which would render inoperative or seriously impair the operational effectiveness of essential equipment or weapon systems. PP Items are not authorized as WRM for comfort and morale, strategic missile support (except rations), Civil Reserve Air Fleet (CRAF) aircraft (except for POL), recovery and reconstitution, and certain medical categories (pediatric, obstetrics, gynecology, elective surgery, dental, field-type items, such as camouflaged bandages, or duplicate items contained in the Medical Materiel Program for Nuclear Casualties).

The following items are not authorized as WRM unless using them will reduce the need for other items (for example, the availability of perishable rations would reduce the need for nonperishable rations):

- Obsolete or limited standard items.
- Items readily fabricated in the field.
- Perishable rations.
- Items having a short shelf life.
- Items available from commercial sources in sufficient quantities, at the locations, and within the time required.

***Requisitioning of WRM.*** You will use special procedures when requisiting items required for WRM to ensure priority handling. For instance, if you have a requisition for initial (new or revised) quantities of an item for WRM, you should use demand code "N;" whereas, for requisitions to replace WRM items due to loss, obsolescence, breakage, or usage you use demand code "R."

You also must use an urgency of need designator (UND) that will enable you to meet the D-date requirement. If the D-date of the mission for which the WRM is required has passed or is within 5 days, UND code "A" is used; and for a D-date greater than 5 days, another applicable UND code ("B" or "C") is used.

In addition to the demand code and urgency of need designator, all requisitions for WRM items must contain the applicable WRM project code. These codes are:

| *Project Code* | *Definition* |
|---|---|
| 121 WRM–I | WCDO. |
| 122 WRM–II | Spares and spare parts (BLSS items). |
| 123 WRM–III | Spares and spare parts (WRSK items). |
| 124 WRM–IV | Station sets. |
| 192 WRM–V | Housekeeping sets (TA 929). |
| 200 WRM–VI | Harvest Eagle (TA 156). |
| 346 WRM–VIII | Clothing and field equipment (TA 016, Part F). |
| 430 WRM—IX | Harvest Bare (TA 158). |

**Prepositioning WRM.** In prepositioning and prestocking of WRM, stock only those assets that can be moved, readied, and used at the location within the appropriate timeframe.

Generally you will preposition WRM with the using organization or at the base of planned use. However, there are times when this isn't possible For instance, AFR 400-24 states that WRM will not be prepositioned at non-USAF units, the Air Force Reserve Force, or by arrangement with another military service. Conditions which may preclude the prepositioning of WRM are:

(1) Inadequate storage facilities.
(2) Lack of base rights.
(3) Risk of damage or other limitations.

When you find that a storage site is unsuitable, select an alternate location that is accessible and has available storage. When you find that a designated storing command has a WRM prepositioning requirement at a non-USAF airfield, but cannot have provide the required support, advise the using command, Headquarters AFLC, and Headquarters USAF.

The using command must then reevaluate the requirement for prepositioning WRM. If the requirement is still valid, the wing command will have to find an alternate method of support. This could be by selecting another storage site, by negotiating with a nearby military installation or government agency for storage and delivery, or by providing support from the home station. Finally, if a solution to the problem cannot be found, the logistics limitations must be submitted to HQ USAF/LG.

The WRM program has special procedures for handling bulk storage. They are:

(1) CONUS. When there is inadequate on-base storage for aviation fuel in CONUS, AFLC is responsible for programming, selecting a backup site, and providing Air Force POL retail distribution stations to support established fuel requirements.

(2) Overseas. Theater requirements may be concentrated at strategic bulk storage points to provide readily available supplemental base stocks to assure uninterrupted operations; the affected major commands may establish such storage points in conjunction with AFLC; or, in the case of the Pacer Flex program, AFLC will provide the bulk storage in the CONUS.

**Maintaining WRM.** WRM and JU (Joint Use) items must be kept in a servicable condition at all times and compatible with the equipment with which they will be used. This is done by periodically inspecting WRM items and rotating them with operational stocks or replacing (or components replaced) them, as appropriate.

Motorized equipment, such as vehicles and ground-powered equipment, must be located, used, and maintained in the same location as similar peacetime items. However, pure WRM assets will not be removed or deployed from their base location without prior approval of the major command.

The maintenance of WRM as it pertains to technical order compliance, and particularly when it pertains to cure date controlled items (tires, hoses, etc.), is a daily function with a high priority. Therefore, all maintenance and other activities responsible for WRM support must ensure that WRM items needing maintenance service receive priority handling.

One thing you want to remember here is that even though they are not considered pure WRM, JU items are still part of the WRM program because they do have the same importance—to support the forces, missions, and activities identified in the USAF WMP.

**Accounting or WRM.** WRM Accountable records are kept by the office that has accountability for like peacetime materiel. The base supply office/supplies management office, WRM project office, or war readiness spares kit (WRSK) custodian looks after spares and spare parts. Equipment is the responsibility of the equipment management office (EMO). Consumables and miscellaneous supplies are accounted for by the following offices:

- Base supply office/supplies management office.
- Base fuels management office.
- Base munitions office.
- Base commissary office.

Other items not included in the three major categories of WRM are accounted for in the same manner as like peacetime items.

Because several procedures may be used in the supply system for accounting purposes, your base could be using any one or a combination of the manual, PCAM, or ADPE procedures in accounting for WRM. Regardless of what accounting procedures are used, the system must provide a capability to report WRM as required by AFM 67-1.

**Use and Movement of WRM.** As you know, WRM is vital to the support of USAF war plans. Because of this, its peacetime use and movement are controlled at command level. When WRM is used or moved, special care must be taken to maintain its capability or promptly repair or replace it, and any use or movement of WRM which degrades mission capability must be coordinated in advance with the using command.

As mentioned earlier, WRM is tested as necessary to assure serviceability. It may also be used with discretion, and with the proper approval, for the following reasons:

(1) To support peacetime emergencies, such as relief in a disaster (flood, earthquake, etc.).
(2) To support contingency operations.
(3) To relieve a MICAP condition.
(4) To conduct operational readiness tests.
(5) To support other vital emergency operations not anticipated or specified in approved USAF war plans.

When WRM is used for a contingency or emergency not covered by the USAF WMP, there must be immediate action to preclude the degradation of a unit's wartime capability.

**Redistribution of WRM.** There may be times when you will have an overage in WRM. This can occur when requirements are deleted or changes are approved in a war plan that affects the location or utilization of WRM. When this happens, coordination is required between the storing and/or using command and AFLC to consider the excess

WRM for redistribution, retention, transfer, or a disposal action.

To decide what action to take consider the following: considered:

(1) Cost to ship versus cost to hold.
(2) Availability of storage at the same or alternate locations.
(3) Command maintenance capability.
(4) Substitution.
(5) Training requirements.
(6) Projected increase in planned requirements.
(7) Other major command or military requirements.

If no special instructions apply, you will process excess WRM in the same way like peacetime items.

**Exercises (226):**

1. At wing/base level, who has management responsibility for WRM? Briefly explain the responsibilities.

2. List the using and storing command WRM responsibilities.

3. What assets are not authorized as WRM?

4. WRM monitors must be trained on how to order WRM. What are the procedures for ordering required items?

5. What conditions may prevent prepositioning WRM?

6. When may WRM authorized be used in peacetime?

7. What areas of training are recommended for WRM monitors?

8. What is established to ensure the WRM program is effective and efficient?

9. What publication outlines WRM responsibilities?

10. Who submits MCP requirements for WRM support?

11. List the areas that the storing command must coordinate with the using command and AFLC.

12. In what category do WRM items requisitioned with a project code of 121 WRM-1 fall?

13. Who can authorize deployment of WRM assets?

14. Who accounts for spares and spare parts?

### 227. Specify the asset identification codes (USE code) applied to authorized equipment and relate these to the uniform materiel movement and issue priority system (UMMIPS).

**Custodian Authorization/Custody Receipt Listing (CA/CRL).** While some of your WRM monitors may not be equipment custodians, they will need to know what the CA/CRL is, where it's maintained, and how to interpret some of the codes.

The custodian authorization/custody receipt listing (CA/CRL) is a computer product that reflects all authorizations, assets, and due-outs for each custodian by organizational code and custodian code. When a custodian has more than one organizational code assigned a separate CA/CRL is printed for each. Items appear on this listing in authorized preferred stock number sequence with all substitutes immediately following the authorized preferred stock number. These substitute items need the same in-use detail document number as the authorized preferred stock number.

When viewing the custody receipt listing, the custodian determines that all substitutions are suitable. If an item is not considered a good substitute, the custodian notifies the Operations Support Branch in writing. The item may either be turned in or coded as unsatisfactory substitute (item code "U"). This lets you requisition the authorized stock number. When the authorized item is received, the unsatisfactory substitute must be turned in. The phrase "out-of-balance" is printed after each group of records that has an out-of-balance condition. The custodian corrects these out-of-balance conditions at once. Figure 5-2 shows the first and last pages of a CA/CRL.

For our purposes, the CA/CRL shows not only what the unit is authorized but also how it is to be used. This is done by USE codes. The following codes will appear in the U/C column of CA/CRL to identify assets:

```
07 JUL 85 LOWRY AFB                 CUSTODIAN AUTH/RECEIPT LIST PRIN OF ELECT LCI       CODE  445 KC FB3059 DATE 9188  PAGE      1

        AUTHORIZED             PREFERRED OR       S  E I U U           VEH REW NO            B            PLAN ALT  U               S
DOC     SUBSTITUTE             SUBSTITUTE         /  / / / /  ALLOW    QTY   QTY   DUE  OUT  /   UNIT     BASE STOR /  WRSK         A
NR     STOCK NUMBER            NOMENCLATURE       D  C C C I  IDENT    AUTH  INUSE MEMO FIRM C   COST     USE  LOC  M  LOC     DOLI I

0006 4140 256 9913       FAN OSCILLATING DESK     01   P B EA 006A000     9      9    0    0 9     $25.00                      8215
0028 6625 079 3676       OSCILLOSCOPE 5 IN SCREEN 01   P B EA 446BATB    72      0    0   12      $581.00                      8215
0028 SUB6625 649 4879    OSCILLOSCOPE 531         01   S B EA 446BATB            3    0    0 A   $1139.00                      8215
0028 SUB6625 897 5248    OSCILLOSCOPE 516MOD181   01   S B EA 446BATB            5    0    0 A   $1000.00                      8215
0028 SUB6625 914 5958    OSCILLOSCOPE PN LA261    01   S B EA 446BATB           52    0    0 A    $842.00                      8215
0003 6625 368 2493       MULTIMETER PN 418        01   P B EA 446BCGA    99      7    0    0 M    $125.00                      8215
0003 SUB6625 731 5922    MULTIMETER MIL1688       01   S B EA 446BCGA           14    0    0 M    $118.00                      8215
0003 SUB6625 852 9631    MULTIMETER 1600B         01   S B EA 446BCGA           78    0    0 M    $117.00                      8215
0004 6625 678 6637       PLUGIN UNIT 9975857CA    01   P B EA 446BATB     3      2    0    0 M    $233.00                      8215
0004 SUB6625 593 5369    AMP OSCILLOSCOPE    1823 01   S B EA 446BATB            1    0    0 M    $205.00                      8215
0060 6625 724 2918       OSCILLOSCOPE ANUSM 58    01   P B EA 446BCGA    20      0    0    0      $686.00                      8215
0060 SUB6625 649 4980    OSCILLOSCOPE SM38        01   S B EA 446BCGA           20    0    0 A    $498.00                      8215
0005 6625 724 8582       APP STK/6565871 MULTIMTR 01   P B EA 446BCBG   113      0    0    0      $118.00                      8215
0005 SUB6625 643 1686    MULTIMETER PSM6          01   S B EA 446BCBG          102    0    0 A     $75.00                      8215
0010 SUB7105 270 2248    CHAIR STRAIGHT W/O ARMS  01   S B EA 006A000           48    0    0 9     $15.90
0037 7110 281 4469       CHAIR ROTARY W/O ARMS    01   P B EA 006A000   100     67    0    0 9     $19.00                      8215
OUT OF BALANCE
0002 7118 286 3799       FILE CABINET LETTER SIZE 01   P B EA 006A000     1      0    0    0 9     $56.00                      8215
0002 SUB7110 273 9438    CABINET FILE LEGAL SIZE  01   S B EA 006A000            1    0    0 9     $55.00                      8215
0046 7125 269 8534       CABINET STORAGE STEEL    01   P B EA 006A000     9      9    0    0 9     $60.00                      8215
0027 7215 L8825283859    STOW FACILITY   6T037159 01 A P B EA 0060000    23     23    0    0        $28.00                      8215
0036 7193 L8841283059    TEST BENCH ELECTRICAL    01 A P B EA 0140000    32     32    0    0       $506.00                      8215
0007 7460 297 9547       CONTROL BOARD PEG TAPE   01   P B EA 006A000     2      2    0    0 9    $305.00                      8215
```

GTS27402E-17

Figure 5–2. CA/CRL.

```
07 JUL 85 LOWRY AFB             CUSTODIAN AUTH/RECEIPT LIST PRIN OF ELECT LCI       CODE  445 KC FB3059 DATE 9188  PAGE


I ACKNOWLEDGE RESPONSIBILITY FOR ALL PROPERTY                                   I CERTIFY THAT I OR MY DESIGNATED REPRESENTATIVE
ON CUSTODY RECEIPT CONSISTING OF PAGE 1 THROUGH     3.                          HAVE PERFORMED JOINT INVENTORY OF ALL PROPERTY
CUSTODIAN SIGNATURE..................... DATE..............                    ON CUSTODY RECEIPT FOR CUSTODIAN ACCOUNT 445 KC
DATE OF LAST PHYSICAL INVENTORY..................                               AND ALL BALANCES AS INDICATED ON CUSTODIAN AUTH
                                                                                RECEIPT LIST DATED 07 JUL 69 ARE CORRECT.

                                                                                CUSTODIAN SIGNATURE..................................
                                                                                END REPRESENTATIVE SIGNATURE.........................


                                   AUTHORIZED            IN USE                 SHORT           EXCESS ASC 000
TOTAL UNITS                             1,732              1,707                   13                  0
TOTAL DOLLAR VALUE               $303,300.88        $303,711.88               $247.00               3.00
INVENTORY COUNT CARDS        0


07 JUL 69 LOWRY AFB             CUSTODIAN AUTH/RECEIPT LIST PRIN OF ELECT LCI       CODE  445 KC FB3059 DATE 9188  PAGE    1
DOC NUMBER OUT OF BALANCE PHRASE
0037         QTY O/M LESS THAN AUTH.
```

GT527402E-23

Figure 5-2. CA/CRL (contd).

***A (mobility equipment).*** Items and quantities of equipment required to be moved with your unit or special activity upon deployment to an emergency or wartime station. Determination of items and quantities of equipment to be authorized as mobility equipment (ME) will be made by your command equipment management office (CEMO) based on applicable allowance documents.

***B (support equipment).*** Organizational equipment required for support of units not programmed for deployment by your war or contingency plans. Support equipment (SE) are also those items and quantities of required equipment in addition to ME to support your deployment operations.

***C (joint use equipment).*** Equipment that can be used to meet both your unit's peacetime mission and a wartime additive requirement mission.

***D (WRM equipment and supplies).*** Materiel that is required to augment peacetime assets to completely support forces, missions, and activities reflected in USAF war plans.

***Vehicles.*** Vehicles have several codes that identify their use. For instance: J = mobility vehicles; K = support vehicles, L = joint use vehicles; M = WRM vehicles.

These codes will assist you and your WRM monitors in determining how your authorized equipment is to be used.

Now that you are aware of how to identify the use of your authorized equipment, let's take a look at how supply establishes requisition priorities through the uniform materiel movement and issue priority system (UMMIPS).

**UMMIPS.** The basic objective of UMMIPS is to assure that logistics support is rendered in direct relationship to the mission importance of each organization and to the urgency of need assessed by the organizations for the materiel support they require. UMMIPS is the method by which the categorization of the mission priority and the urgency of need can be achieved. Such categorization is basic to the most effective management of logistics support, whether it is in the form of inventory levels, maintenance priorities, transportation modes or communication media, etc. Categorization is done through the use of a series of two digit numeric codes (01-15), which are referred to as priority designators (PD). The PD expresses the comparative importance of the requisitions and materiel movement transactions. One of the two factors that are used in establishing a PD is the force activity designator (FAD).

***Force activity designator (FAD).*** The FAD is an assessment of an activity's or organization's military importance. The evaluation pertains not only to the U.S. military active or reserve, but also to specific foreign allied military forces participating in military assistance and military sales programs.

The basic responsibility for the evaluation of mission importance and the establishment of a FAD is that of the Joint Chiefs of Staff in conjunction with the Secretary of Defense. FADs are identified by roman numerals I through V. I signifies the highest order of military mission or project significance; V indicates a relative low order. Examples of the criteria used to select the appropriate FAD are:

*FAD–I.* U.S. forces in combat and other forces or activities (including forces or activities receiving military assistance) designated by the Secretary of Defense on the recommendation of the JCS. This designation is not used in peacetime unless a program has been approved for top national priority by the President.

*FAD–II.* U.S. combat, combat ready, and direct combat support forces that are deployed outside of the CONUS in specific theaters or areas that are designated by the JCS. CONUS forces that are maintained in a state of readiness for immediate (within 24 hours) deployment or employment.

*FAD–III.* All other U.S. combat ready and direct combat support forces outside the CONUS that are not included in FAD–II. CONUS forces that are maintained in a state of combat readiness for deployment prior to D-day plus 30 days (D+30).

*FAD–IV.* U.S. forces that are maintained in a state of combat readiness for deployment during the period from D+30 to D+90.

*FAD–V.* All other U.S. forces or activities including administrative and staff type units.

Control of FAD–II through FAD–V is usually delegated to the military departments (Army, Navy, and the Air Force). The authority and responsibilities for assigning FAD's to Air Force units and activities are covered in the USAF program, bases, units, and priorities. This classified programming document identifies the relative order of importance of each Air Force mission and aligns the units and activities within 25 designated procedures or mission categories. Relative priority within each mission precedence category is determined by the unit precedence number that is assigned.

The second factor used in determining a PD is the urgency of need designator.

***Urgency of need designator (UND).*** UNDs are used to express the varying degrees of urgency required to satisfy materiel requirements and are identified by alpha characters "A," "B," and "C."

The range of options and the selection criteria for a UND are:

*UND–A.* Indicates that a unit or activity is unable to perform its assigned mission or that materiel is required for emergency repair of primary assigned weapons systems or equipment.

*UND–B.* Indicates an immediate materiel requirement, the lack of which will impair mission support capability or cause a serious personnel hazard to exist.

*UND–C.* This code is used for stock replenishment, firm future requirements, scheduled maintenance, repair, manufacturing functions, or other routine requisitioning actions.

There are additional provisions for selecting the proper UND than are shown in the above paragraphs, but the basic criteria have been presented. If you require further detail on these procedures, you can refer to AFM 67-1, Volume 1, Part Four, Chapter 2.

**Exercises (227):**

1. What is the purpose of a CA/CRL?

2. What USE code is reflected on the CA/CRL for mobility equipment? Describe the code.

3. What is the purpose of USE code B.

4. What type of equipment does USE code C identify

5. What is the purpose of USE code D?

6. List the USE codes that identify vehicle usage.

7. What are the objective of UMMIPS?

8. What is the purpose of a PD?

9. Describe FAD and UND.

10. How do USE codes and UMMIPS relate to you and your WRM monitors?

11. How does the CA/CRL list the items that it contains?

12. Who determines the items and quantities of equipment that are authorized as mobility equipment?

13. What is the purpose of USE codes?

14. What does FAD-I signify?

15. When is UND-C used?

## 5-2. WRM Authorization Documents

In the previous section, you studied the types, purpose, positioning objectives and training requirements. We now need to study the various WRM authorization documents.

### 228. Cite the function of WRM program authorization documents.

**Major WRM Documents.** There are several major documents that contain the various authorization processes for determining WRM prepositioning and prestockage objectives. Figure 5-3 depicts the authorization documents by type and OPR.

***USAF War and Mobilization Plan (WMP).*** The WMP, published by the Air Staff, provides all wartime planning activities and tactical commanders with current policies and planning factors for the conduct and support of wartime operations. It encompasses all functions necessary to match facilities, manpower, and materiel with planned wartime activity. Basic WRM guidance is contained in Volume 1, *Basic Plan and Supporting Annexes*.

The USAF War and Mobilization Plan (WMP) is the major war plan used in determining wartime logistics requirements for budgeting, procurement, and prepositioning/prestocking. The security classification of the WMP is such that its distribution is limited and closely controlled; unless you are assigned to a major command or comparable organization, you will not have access to it. Regardless of your level of assignment, however, you should be aware of certain aspects of this plan.

The WMP, formerly the Wartime Guidance, provides the Air Staff and the U.S. Force Commanders with a single source of current policies, doctrine, concepts, and direction for the conduct and support of wartime operations. The data in Volumes 4 and 5 of the WMP are used as the basis for determining the quantities of WRM required before the D-dates indicated. The WMP also serves as the basis for determining construction requirements for the storage of WRM and for industrial readiness/mobilization production planning.

***WMP–4.*** Volume 4 of the WMP is wartime aircraft activity (WAA). The WMP–4 establishes the approved USAF and major command coordinated position on the operational use of bases in wartime through the program end-position (5 years). It provides time-phased wartime aircraft activity for USAF and Air Reserve Forces combat and combat support flying units programmed for specific D-dates by mission, equipment, area location, and post D-date unit developments. Each line of activity is coded to specify whether there will be prepositioning of war consumables.

***WMP–5.*** Volume 5 of the WMP is the *Planning Factors and Requirements*. The WMP–5 provides approved USAF planning factors for expenditure of war consumables, including missile and C-E requirements. These factors, together with data provided in the WMP–4, provide the basis for the development of logistics support documents and other actions required to preposition WRM in the near (1 year) time period for the forces-in-being and for computing resource requirements through the balance of the

| COMMODITY | DOCUMENT | PUBLISHED BY |
|---|---|---|
| SPARES | WRSK/BLSS AUTHORIZATIONS AND REQUIREMENTS LETTER | HQ USAF/LEX |
| MISC CONSUMABLES | WCDO | AFLC, MAJCOM |
| EQUIPMENT | WPARR | MAJCOM |
| MUNITIONS | NCAA AND TAMP | HQ USAF |
| FUELS | FLAS | AFLC |
| SUBSISTENCE | AUTHORIZATION MESSAGE | AFCOMS |

520007-7

Figure 5-3. WRM source documents.

program period (second through the fifth year). The requirements thus identified provide the basis for budget and procurement actions.

***Table of allowance (TA).*** A table of allowance is a USAF publication that prescribes the maximum equipment allowances to perform certain duties or support specific functions. A TA is not an authorization document, but is mentioned here because AFLC is directed by AFR 400-24 to include WRM equipment requirements in appropriate allowance document. Also, the TAs are used by the major commands to develop the WRM gross requirements list, and by base level WRM monitors for informational purposes.

***War plans additive requirements report (WPARR).*** The WPARR is an allowance source document report, prepared semiannually at command level, which lists the WRM equipment needed, based on the wartime commitments reflected in the WAA of the major OPlan being supported.

***Vehicle management/allocation list (VMAL).*** All registered equipment has been designated for selective management by Headquarters USAF. Thus, vehicles are major command controlled items, with the major command being limited as to the maximum number of each type vehicle which may be authorized. The TA for vehicles is TA 010.

Vehicle ceilings are established by AFLC in coordination with each affected major command. These ceilings cannot be changed without AFLC approval. Each major command must control vehicle authorizations so that the total authorized for all units of the command does not exceed the approved command ceiling. To do this, the CEMO produces a VMAL semiannually for each base of the command and for each base where command organizations are tenanted, when such organizations are authorized vehicles. The VMAL is part of the Vehicle Integrated Management System (VIMS).

The vehicle management/allocation list not only reflects the preferred stock number, type, and quantity of each vehicle authorized on base, but also is annotated to advise the supply operations support branch of other information considered necessary, such a WRM. Each vehicle identified for wartime use is annotated to indicate by what command it is to be used and whether it is WRM or JU. Therefore, the VMAL is the authorization source for all vehicles, including WRM, joint use, and Harvest Eagle. Figure 5-4 is an extract of a VMAL. The VMAL varies in format from command to command, and preparation and format is optional by some commands.

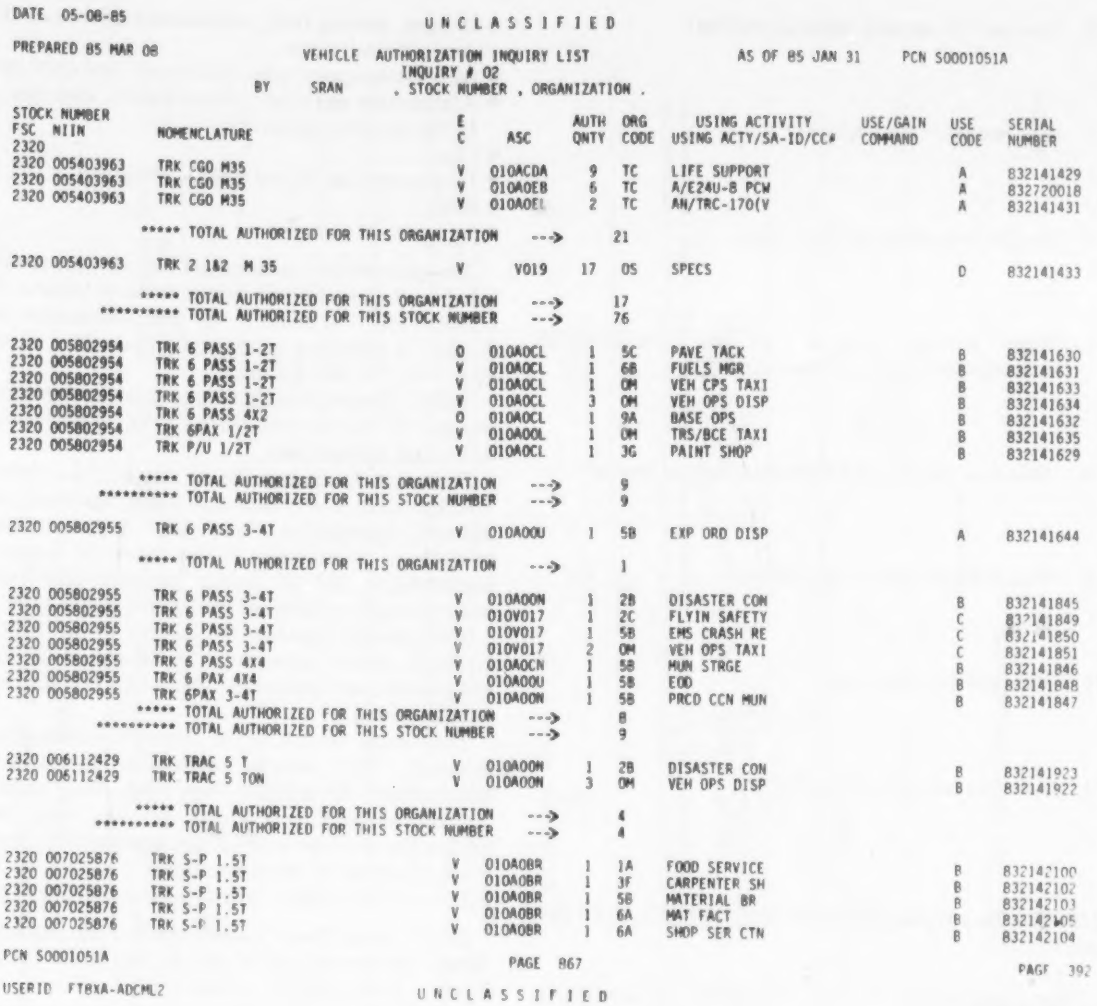
***War consumables distribution objective (WCDO).*** Published by AFLC in accordance with AFR 400-24, the WCDO reflects the prepositioning, prestocking, and planning objectives for war consumables for each base worldwide. AFLC is responsible for updating the WCDO quarterly and disseminating it to the major commands concerned on 15 January, 15 April, 15 July, and 15 October of each year. The major commands are responsible for editing, extracting, and forwarding the requirements to each base under their jurisdiction.

The WCDO is published in two parts. The first part—the foreword—is unclassified and is published once a year in July as a separate set of instructions for all war consumables. The second part, the USAF short range requirements plan, is classified and contains quantitiatve requirements, and is updated quarterly.

***Equipment authorization inventory data (EAID).*** The EAID reflects equipment quantities authorized for prepositioning at a base, and includes POS, WRM, and Joint Use (JU) assets.

***Nonnuclear consumables annual analysis (NCAA).*** The NCAA is the source document for the inventory objective of air-to-air and air-to-surface munitions and TRAP. Its purpose is to document the optimum mix of munitions and TRAP, and to ensure that the munitions selected for WRM stockpiling provide the combat commander with the most flexible munitions mix. The NCAA also includes planning data on flares, chaff, guns, and gun barrels.

***Tactical Air Missile Program (TAMP).*** The USAF TAMP governs command allocation of all tactical air



```
DATE  05-08-85
                                        U N C L A S S I F I E D
PREPARED 85 MAR 08
                               VEHICLE  AUTHORIZATION INQUIRY LIST                 AS OF 85 JAN 31     PCN S0001051A
                                          INQUIRY # 02
                       BY      SRAN      , STOCK NUMBER , ORGANIZATION .
STOCK NUMBER
FSC  NIIN                                      E                AUTH  ORG     USING ACTIVITY        USE/GAIN   USE    SERIAL
2320          NOMENCLATURE                     C     ASC        QNTY  CODE  USING ACTY/SA-ID/CC#   COMMAND    CODE   NUMBER
2320 005403963   TRK CGO M35                   V   010ACDA       9    TC    LIFE SUPPORT                       A     832141429
2320 005403963   TRK CGO M35                   V   010AOEB       6    TC    A/E24U-8 PCW                       A     832720018
2320 005403963   TRK CGO M35                   V   010AOEL       2    TC    AN/TRC-170(V                       A     832141431

          ***** TOTAL AUTHORIZED FOR THIS ORGANIZATION     --->      21

2320 005403963   TRK 2 1&2  M 35               V      V019      17    OS    SPECS                              D     832141433

          ***** TOTAL AUTHORIZED FOR THIS ORGANIZATION     --->      17
     ********** TOTAL AUTHORIZED FOR THIS STOCK NUMBER     --->      76

2320 005802954   TRK 6 PASS 1-2T               O   010AOCL       1    5C    PAVE TACK                          B     832141630
2320 005802954   TRK 6 PASS 1-2T               V   010AOCL       1    6B    FUELS MGR                          B     832141631
2320 005802954   TRK 6 PASS 1-2T               V   010AOCL       1    OM    VEH CPS TAXI                       B     832141633
2320 005802954   TRK 6 PASS 1-2T               V   010AOCL       3    OM    VEH OPS DISP                       B     832141634
2320 005802954   TRK 6 PASS 4X2                O   010AOCL       1    9A    BASE OPS                           B     832141632
2320 005802954   TRK 6PAX 1/2T                 V   010AOOL       1    OM    TRS/BCE TAXI                       B     832141635
2320 005802954   TRK P/U 1/2T                  V   010AOCL       1    3G    PAINT SHOP                         B     832141629

          ***** TOTAL AUTHORIZED FOR THIS ORGANIZATION     --->       9
     ********** TOTAL AUTHORIZED FOR THIS STOCK NUMBER     --->       9

2320 005802955   TRK 6 PASS 3-4T               V   010AOOU       1    5B    EXP ORD DISP                       A     832141644

          ***** TOTAL AUTHORIZED FOR THIS ORGANIZATION     --->       1

2320 005802955   TRK 6 PASS 3-4T               V   010AOON       1    2B    DISASTER CON                       B     832141845
2320 005802955   TRK 6 PASS 3-4T               V   010V017       1    2C    FLYIN SAFETY                       C     832141849
2320 005802955   TRK 6 PASS 3-4T               V   010V017       1    5B    EMS CRASH RE                       C     832141850
2320 005802955   TRK 6 PASS 3-4T               V   010V017       2    OM    VEH OPS TAXI                       C     832141851
2320 005802955   TRK 6 PASS 4X4                V   010AOCN       1    5B    MUN STRGE                          B     832141846
2320 005802955   TRK 6 PAX 4X4                 V   010AOOU       1    5B    EOD                                B     832141848
2320 005802955   TRK 6PAX 3-4T                 V   010AOON       1    5B    PRCD CCN MUN                       B     832141847
          ***** TOTAL AUTHORIZED FOR THIS ORGANIZATION     --->       8
     ********** TOTAL AUTHORIZED FOR THIS STOCK NUMBER     --->       9

2320 006112429   TRK TRAC 5 T                  V   010AOON       1    2B    DISASTER CON                       B     832141923
2320 006112429   TRK TRAC 5 TON                V   010AOON       3    OM    VEH OPS DISP                       B     832141922

          ***** TOTAL AUTHORIZED FOR THIS ORGANIZATION     --->       4
     ********** TOTAL AUTHORIZED FOR THIS STOCK NUMBER     --->       4

2320 007025876   TRK S-P 1.5T                  V   010AOBR       1    1A    FOOD SERVICE                       B     832142100
2320 007025876   TRK S-P 1.5T                  V   010AOBR       1    3F    CARPENTER SH                       B     832142102
2320 007025876   TRK S-P 1.5T                  V   010AOBR       1    5B    MATERIAL BR                        B     832142103
2320 007025876   TRK S-P 1.5T                  V   010AOBR       1    6A    MAT FACT                           B     832142105
2320 007025876   TRK S-P 1.5T                  V   010AOBR       1    6A    SHOP SER CTN                       B     832142104
PCN S0001051A
                                            PAGE  867                                                         PAGE  392
USERID  FTBXA-ADCML2
                                        U N C L A S S I F I E D
```

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Figure 5–4. Vehicle authorization inquiry list.

intercept, air-to-ground, and antiradiation missiles (AIM/AGM/ARM). The requirements are identified in the NCAA and displayed in the TAMP.

***Fuels Logistical Area Summary (FLAS).*** The FLAS is published by DET 29, San Antonio ALC (AFLC), and contains listings for bulk fuels and packaged products necessary to support the air and ground activities in the WMP. Det 29 also consolidates all fuels requisitions, which ensures the base is within the quantity requirements and within the WRM fuels ceiling.

***WRSK/BLSS authorizations and requirements letter.*** This letter is published annually by HQ USAF/LEX. It identifies weapon systems for which a WRSK or a BLSS is authorized, and provides such information as units of equipage and kits authorized by fiscal year.

**Exercises (228):**

1. State the purpose of WMP–4 and 5 as related to WRM.

2. What is reflected in the WPARR?

3. Who establishes vehicle authorization ceilings?

4. How are TAs used in relation to WRM?

5. Who publishes the WCDO?

6. What is the purpose of the NCAA?

7. What is the purpose of the WRSK/BLSS authorizations and requirements letter?

8. What does the War and Mobilization Plan provide?

9. What is the purpose of the VMAL?

10. Who publishes the FLAS?

11. Name the two parts of the WCDO.

## 229. Cite the purpose and parts of the WCDO, WPARR, and FLAS.

**War Consumables.** A war consumable is an item (fuels, bombs, tip tanks, etc.) that combat resources require during the initial phases of a contingency.

If one WRM category can be considered more important than the others for the accomplishment of the wartime missions, it is the one you are about to study. Of course, this comparison cannot really be justified because all three categories are necessary parts of the "big picture." The fact remains, however, that in war consumables we find the munitions that actually transform aircraft into weapon systems; the fuel and other products necessary to perform the assigned missions; and the life supporting items, such as food and oxygen, for the personnel who fly and support our weapon systems.

War consumables are WRM selected expendable items directly related and necessary to a weapon or support system and combat or combat support activity for which expenditure factors or quantities are indicated in the USAF WMP-5. Included in this support of WRM are such items as:

- Auxiliary fuel tanks.
- Pylon assemblies.
- POL (petroleum, oil, lubricants).
- Oxygen, deicing fluid, antidetonate injection (ADI) and demineralized water.
- Airborne weapons (guns, gun barrels, and spare parts).
- Ammunition and related items (bombs, cartridge, flares, JATO, rockets, and missiles).
- Chaff.
- Dropsondes and related flight expendables.
- Film.
- Inflight food packets.

The quantitative requirements for war consumables are based on the expenditure factors listed in Volume 5 of the USAF WMP. The authority for war consumables for each location is published in the war consumables distribution objectives (WCDO) document.

**WCDO Description.** You learned in the previous lesson that the WCDO is published by AFLC in two parts. Let's take a look at these parts.

***Foreword.*** The purpose of the foreword is to provide the WRM officers, commands, and others concerned, with the additive information necessary to implement the prestockage requirements falling within the scope of their responsibility and to further acquaint them with the concepts and peculiarities found within the program.

The foreword contains the purpose of the WCDO, the authority, special instructions, explanatory notes on format and content, and another section, which is described in the next paragraph.

The second section of the foreword contains technical guidance and remarks applicable to such WRM commodities as aircraft fuels and oils, ammunition, airborne weapons, pylons, auxiliary fuel tanks, etc. This section also contains specific item guidance which includes:

- New items not to be requisitioned.
- Loads of ammunition by type of gun and type of aircraft.

***USAF Short Range Requirements Plan.*** As mentioned earlier, the second part of the WCDO is the USAF Short Range Requirements Plan. It contains columnar information that not only provides the stock number, nomenclature, quantity, and unit of issue, but also indicates the using command, the aircraft or weapon system, and the type mission for which each item is designated. Only those war consumables required in addition to peacetime assets are listed.

Both parts of the WCDO are used to compute WRM consumables requirements. For example, the USAF Short Range Requirements Plan may have the quantity for JP-4 fuel listed as "2381 BL." The foreword tells us that BL is barrels and that one barrel consists of 42 US gallons. Therefore, the requirement for JP-4 may be restated as 100,002 gallons.

**WCDO Format.** The following format elements apply to corresponding reference numbers reflected on the example WCDO provided in figure 5-5:

(1) Heading: Each WCDO is published in two basic sections; one for "nonmunitions items" and the other for "munitions items." The example shown is for nonmunitions items only. The format for the actual contents of each section is the same.

```
                                              SECRET (THIS EXAMPLE UNCLASSIFIED)

                                WRM WAR CONSUMABLE DISTRIBUTION OBJECTIVE (WCDO)  D-DAY  14 MAY 85

                                        USAF WAR MOBILIZATION PLAN (WMP) AS OF 14 MAY 85

                                                     *NON MUNITIONS ITEMS*

           (2)
REPORTING COMMAND  OT
                                                                  (11)   (12)
(3)   (4) STOCK    (5) END   (6) ITEM      (7)        (8)   (9)    (10)  P    PERIOD  PERIOD  PERIOD  PERIOD  PERIOD  PERIOD  PERIOD  PERIOD  PERIOD
UC        NUMBER       ITEM      CODE  NOMENCLATURE   UI    MDS    ROLE  C       1-5    6-10   11-15   16-20   21-25   26-30    1-30   31-60   61-90
---------------------------------------------------------------------------------------------------------------------------------------------------
OQ   1110 001110111   195Q            OXYGEN BREATHING GL  C-118A   ONL  A       10
                                             LIQ

            (13)                            (15)                  ACCUMULATIVE TOTALS
        COMMAND TOTALS                      1-15                       1-30               1-60               1-90
       (14) ITEM                            DAYS                       DAYS               DAYS               DAYS
---------------------------------------------------------------------------------------------------------------------------------------------------
            195Q                             10                         10                 10                 10

***************************************************************************************************************************************************

REPORTING COMMAND OT
           STOCK       END       ITEM                                    P    PERIOD  PERIOD  PERIOD  PERIOD  PERIOD  PERIOD  PERIOD  PERIOD  PERIOD
UC         NUMBER      ITEM      CODE  NOMENCLATURE   UI    MDS    ROLE  C       1-5    6-10   11-15   16-20   21-25   26-30    1-30   31-60   61-90
---------------------------------------------------------------------------------------------------------------------------------------------------
OT    1110 001110111  195Q            OXYGEN BREATHING GL  F-100E   UMV  AN              5
                                             LIQ

                                                                 ACCUMLATIVE TOTALS
        COMMAND TOTALS                      1-15                      1-30                1-60               1-90
          ITEM                              DAYS                      DAYS                DAYS               DAYS
---------------------------------------------------------------------------------------------------------------------------------------------------
          195Q                               5                         5                   5                  5

***************************************************************************************************************************************************
***************************************************************************************************************************************************
(15)                                                                                                      ACCUMULATIVE TOTALS
BASE     ITEM       PERIOD   PERIOD   PERIOD   PERIOD   PERIOD   PERIOD   PERIOD   PERIOD   PERIOD   PERIOD   PERIOD
TOTALS   CODE          1-5     6-10    11-15    16-20    21-25    26-30    31-60    61-90     1-30     1-60     1-90
---------------------------------------------------------------------------------------------------------------------------------------------------
         195Q           10        5

***************************************************************************************************************************************************
              (16)                      (17)      ACCUMULATIVE TOTALS
      PREPOSITION OBJECTIVES            1-15           1-30                       1-60             1-90
              ITEM                      DAYS           DAYS                       DAYS             DAYS
---------------------------------------------------------------------------------------------------------------------------------------------------
              195Q                       15             15                         15               15

(18) BASE AXQQ   READINESS AFB   ANY STATE                                        (19) LOG AREA 8A

USERID  FT8XA-ADCCC8                              SECRET (THIS EXAMPLE UNCLASSIFIED)
```

[illegible]-12

Figure 5–5. Example, WCDO.

(2) Reporting command: Identifies the command responsible for publishing the specific WCDO authorizations and forwarding unit reports to HQ USAF and HQ AFLC (example: 0T – TAC).

(3) UC (using command): Identifies the command for which specific commodities are prepositioned. Requirements are identified and totalled by each specific command in both sections of this listing. Do not confuse these "requirements" with "authorized quantities" identified elsewhere in this listing.

(4) Stock number: Identifies the specific stock numbers of the assets required. If the end item (5) is to be built-up from component item codes (6), the stock number will be blank.

(5) End item: identifies the Department of Defense Identification code (DODIC) for the useable configuration of assets authorized.

(6) Item code: Identifies the DODIC for the specific components authorized to build-up an "end item" (5).

(7) Nomenclature: Describes the end item (5) or item code (6).

(8) UI (unit of Issue): Identifies the container configuration or unit measure for the specific stock number of the commodity authorized.

(9) MDS (mission Design Series): Identifies the type of weapon system for which consumables are required.

(10) Role: Specific employment role of weapon system being supported (published in Section IV of the foreword).

(11) PC (preposition code): These codes identified in Section IV, of the foreword.

(12) Period: Identified by specific D + Day timeframes when items are required to support wartime activity.

(13) Command totals: Summarizes specific items required for the UC (3) shown above.

(14) Item: Identifies DODIC code for all summarized command requirements for this specific line only.

All items required for a UC (3) will be listed by item code in this column.

(15) Base totals: Identifies a consolidated total under a heading of all UC (3) requirements previously listed. Quantities will be entered by item code (6) for each 5 day increment (6–10, 11–15, etc.) and totalled again for periods 1–30, 1–60, and 1–90.

(16) Preposition objectives: Identifies WRM authorizations to be prepositioned. Each authorization will be identified by item code (6) and only items identified in this section are authorized (fuel entry not applicable).

(17) 1–15 days: Identifies all using MAJCOM authorization totals for periods D + 1 thru D + 15. Quantities represent the same UI (8) as identified by stock number (4) in each command requirement list. Authorization totals are included for periods 1–15, 1–30, 1–60, and 1–90. The specific "authorized quantity" will be listed under the period which represents number of days supply authorized for prepositioning in WMP–1.

(18) Base: Identifies the base code, base name, specific location and logistics sub area to which WCDO is applicable.

*Caution:* Your authorized quantities are reflected in the prepositioned objectives (16) section, under the time frame heading (1–15 or 1–30 or 1–60 or 1–90) which represents your WMP–1 "days supply authorized." DO NOT use any other quantity shown on this document as an authorization.

**War Plans Additive Requirements Report (WPARR).** At base level, the WRM additive requirements report is a list of all equipment required for wartime use by other commands scheduled to operate from or stage through that particular base. It is developed by the using major command, which consolidates the requirements and forwards an authorization listing (RCS: HAF–LEY(SA)–8245, Part I) to the storing command equipment management office (CEMO). Figure 5-6 is an example of this report.

Each using command CEMO is to forward its requirements to the storing command CEMO before 1 May and 1 October. The storing command CEMO must forward the consolidated list (RCS: HAF–LEY(SA)–8245, Part II) to the applicable base supply operations support branch to be immediately included on the storing command's equipment authorization inventory document (EAID). Figure 5-7 is an extract of a 8245, Part II.

The equipment authorized in the RCS: HAF–LEY(SA)–8245, Part II, report is normally derived from the applicable TAs; however, the using command may authorize additional equipment as needed for the accomplishment of the wartime mission.

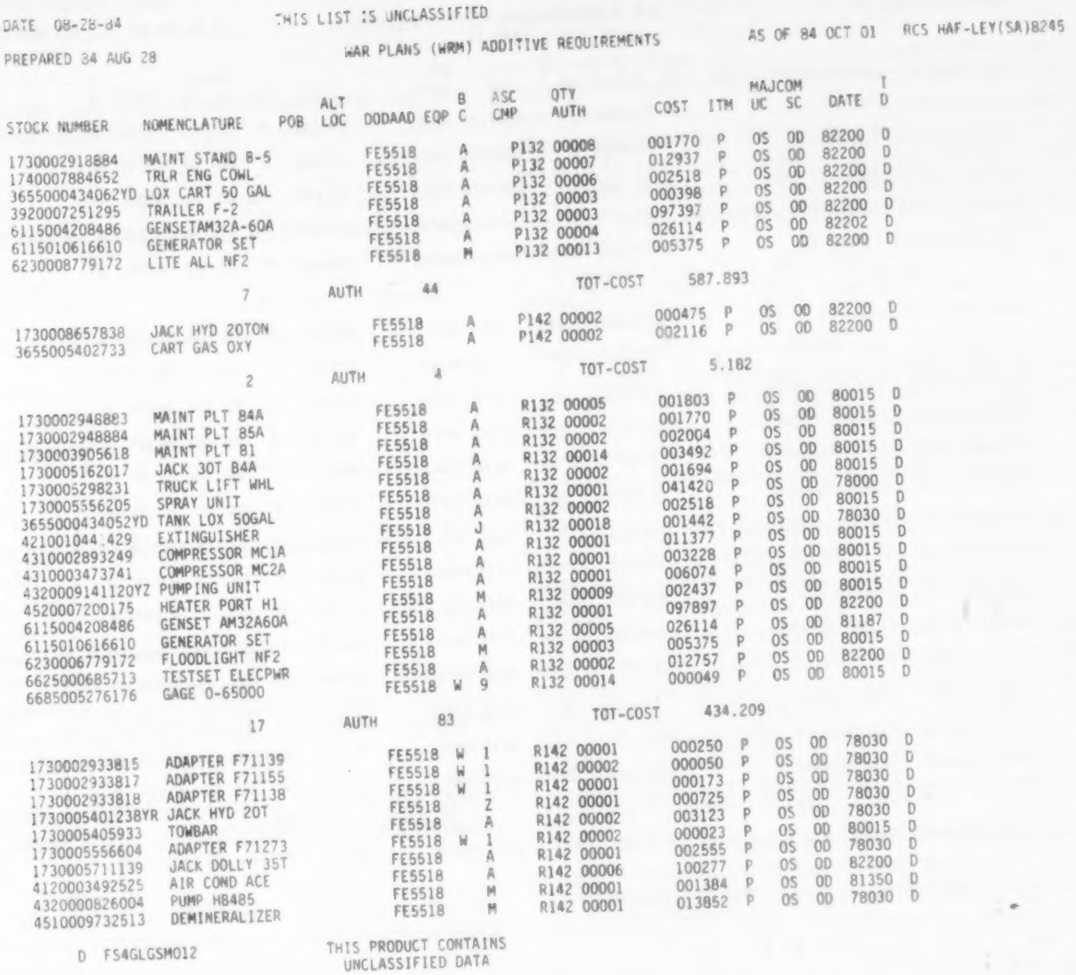
Wartime authorizations in the WCDO and WPARR are considered as the theater or area Air Force objectives. Using a plan based on these variables and constraints, MAJCOMs determine positioning requirements. Bulk fuels authorizations are identified and prestocked according to the Aviation Fuels (RCS: HAF–LEY (Q&AR) 7301) and Ground Fuels (RCS: HAF–LEY (Q&AR) 7512) Logistical Area Summaries (AFLAS/GOFLAS).

**AFLAS/GOFLAS.** Prepositioning of adequate fuel reserves to support wartime operations requires careful planning by base fuels officers. The primary objective is to maintain in base storage and in terminal backup the total requirements to support planned wartime activity.

Petroleum, oil, and lubricants (POL) prepositioning is computed by the using command along with AFLC. The using commands develop usage factors and wartime aircraft activity for aviation POL products. AFLC combines these data, computes the objectives and publishes the AFLAS. Using commands compute ground POL products (vehicle, heating, and power production fuels) and sends the data to AFLC for inclusion in the GOFLAS.

Fuel and oil quantities reflected as authorized in the WCDO represent the gross operational amounts for the time periods indicated. Det 29, San Antonio ALC (SAALC) Directorate of Aerospace Fuels, develops the specific aviation fuel resupply requirements in agreement with the USAF support level policy (AFR 400–24) and normal operating levels that are available. These requirements are contained AFLAS, RCS: HAF–LEY (Q&AR) 7301. This document, rather than the WCDO, is the governing directive for the prepositioning of AVFUELS. Aviation oil will be prepositioned in accordance with the WCDO.

Motor fuel, diesel, fuel oil, and other ground POL products will be stocked in accordance with AFR 400–24.



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DATE  08-28-84              THIS LIST IS UNCLASSIFIED
                                   WAR PLANS (WRM) ADDITIVE REQUIREMENTS        AS OF 84 OCT 01   RCS HAF-LEY(SA)8245
PREPARED 84 AUG 28
                                                                                         MAJCOM           I
                                            ALT                 B   ASC     QTY                                 
STOCK NUMBER      NOMENCLATURE      POB    LOC   DODAAD EQP C   CMP     AUTH      COST   ITM  UC   SC   DATE   D

1730002918884     MAINT STAND B-5               FE5518      A      P132 00008     001770  P   OS   OD   82200  D
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3920007251295     TRAILER F-2                   FE5518      A      P132 00003     000398  P   OS   OD   82200  D
6115004208486     GENSETAM32A-60A               FE5518      A      P132 00003     097397  P   OS   OD   82200  D
6115010616610     GENERATOR SET                 FE5518      A      P132 00004     026114  P   OS   OD   82202  D
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1730008657838     JACK HYD 20TON                FE5518      A      P142 00002     000475  P   OS   00   82200  D
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                            2          AUTH         4             TOT-COST        5.182

1730002948883     MAINT PLT 84A                 FE5518      A      R132 00005     001803  P   OS   00   80015  D
1730002948884     MAINT PLT 85A                 FE5518      A      R132 00002     001770  P   OS   OD   80015  D
1730003905618     MAINT PLT 81                  FE5518      A      R132 00002     002004  P   OS   OD   80015  D
1730005162017     JACK 30T B4A                  FE5518      A      R132 00014     003492  P   OS   OD   80015  D
1730005298231     TRUCK LIFT WHL                FE5518      A      R132 00002     001694  P   OS   OD   80015  D
1730005556205     SPRAY UNIT                    FE5518      A      R132 00001     041420  P   OS   OD   78000  D
3655000434052YD   TANK LOX 50GAL                FE5518      A      R132 00002     002518  P   OS   OD   80015  D
421001044 429     EXTINGUISHER                  FE5518      J      R132 00018     001442  P   OS   OD   78030  D
4310002893249     COMPRESSOR MC1A               FE5518      A      R132 00001     011377  P   OS   OD   80015  D
4310003473741     COMPRESSOR MC2A               FE5518      A      R132 00001     003228  P   OS   OD   80015  D
4320009141120YZ   PUMPING UNIT                  FE5518      A      R132 00001     006074  P   OS   OD   80015  D
4520007200175     HEATER PORT H1                FE5518      M      R132 00009     002437  P   OS   OD   80015  D
6115004208486     GENSET AM32A60A               FE5518      A      R132 00001     097897  P   OS   OD   82200  D
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6230006779172     FLOODLIGHT NF2                FE5518      M      R132 00003     005375  P   OS   OD   80015  D
6625000685713     TESTSET ELECPWR               FE5518      A      R132 00002     012757  P   OS   OD   82200  D
6685005276176     GAGE 0-65000                  FE5518  W   9      R132 00014     000049  P   OS   OD   80015  D

                           17          AUTH        83             TOT-COST      434.209

1730002933815     ADAPTER F71139                FE5518  W   1      R142 00001     000250  P   OS   OD   78030  D
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1730005401238YR   JACK HYD 20T                  FE5518      Z      R142 00001     000725  P   OS   OD   78030  D
1730005405933     TOWBAR                        FE5518      A      R142 00002     003123  P   OS   OD   78030  D
1730005556604     ADAPTER F71273                FE5518  W   1      R142 00002     000023  P   OS   OD   80015  D
1730005711139     JACK DOLLY 35T                FE5518      A      R142 00001     002555  P   OS   OD   78030  D
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4320000826004     PUMP HB485                    FE5518      M      R142 00001     001384  P   OS   OD   81350  D
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                                  UNCLASSIFIED DATA
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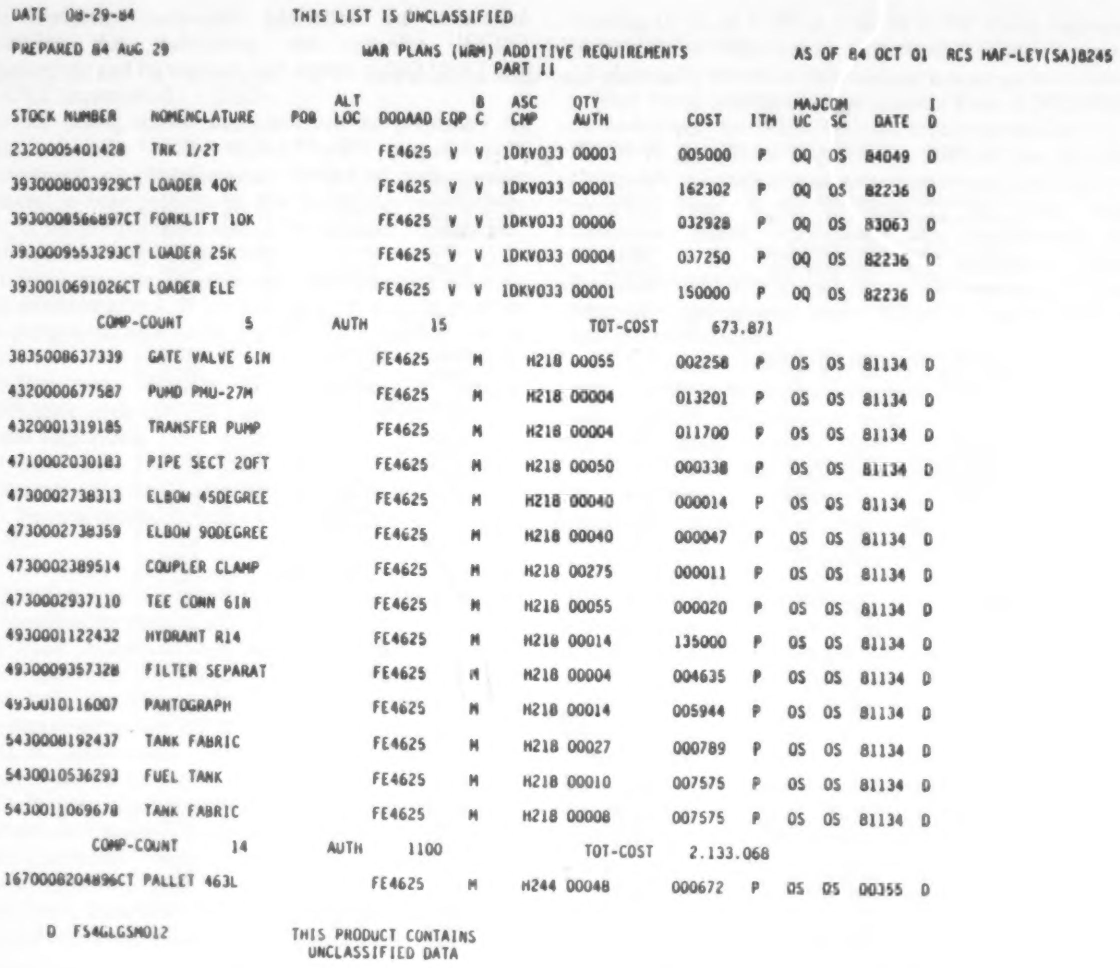
820007-11

Figure 5–6. War plans (WRM) additive requirements report, part I.



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UATE  08-29-84              THIS LIST IS UNCLASSIFIED

PREPARED 84 AUG 29                  WAR PLANS (WRM) ADDITIVE REQUIREMENTS            AS OF 84 OCT 01  RCS HAF-LEY(SA)8245
                                                    PART II
                                   ALT              B   ASC      QTY                             MAJCOM           I
STOCK NUMBER     NOMENCLATURE  POB  LOC  DODAAD EQP C   CMP      AUTH         COST    ITM   UC   SC    DATE   D
2320005401428    TRK 1/2T                FE4625  V  V  10KV033  00003        005000    P    0Q   OS   84049   D
3930008003929CT  LOADER 40K              FE4625  V  V  1DKV033  00001        162302    P    0Q   OS   82236   D
3930008566897CT  FORKLIFT 10K            FE4625  V  V  1DKV033  00006        032928    P    0Q   OS   83063   D
3930009553293CT  LOADER 25K              FE4625  V  V  1DKV033  00004        037250    P    0Q   OS   82236   D
3930010691026CT  LOADER ELE              FE4625  V  V  1DKV033  00001        150000    P    0Q   OS   82236   D
        COMP-COUNT       5        AUTH        15               TOT-COST       673.871
3835008637339    GATE VALVE 6IN          FE4625     M     H218  00055        002258    P    OS   OS   81134   D
4320000677587    PUMD PMU-27M            FE4625     M     H218  00004        013201    P    OS   OS   81134   D
4320001319185    TRANSFER PUMP           FE4625     M     H218  00004        011700    P    OS   OS   81134   D
4710002030183    PIPE SECT 20FT          FE4625     M     H218  00050        000338    P    OS   OS   81134   D
4730002738313    ELBOW 45DEGREE          FE4625     M     H218  00040        000014    P    OS   OS   81134   D
4730002738359    ELBOW 90DEGREE          FE4625     M     H218  00040        000047    P    OS   OS   81134   D
4730002389514    COUPLER CLAMP           FE4625     M     H218  00275        000011    P    OS   OS   81134   D
4730002937110    TEE CONN 6IN            FE4625     M     H218  00055        000020    P    OS   OS   81134   D
4930001122432    HYDRANT R14             FE4625     M     H218  00014        135000    P    OS   OS   81134   D
4930009357328    FILTER SEPARAT          FE4625     M     H218  00004        004635    P    OS   OS   81134   D
4930010116007    PANTOGRAPH              FE4625     M     H218  00014        005944    P    OS   OS   81134   D
5430008192437    TANK FABRIC             FE4625     M     H218  00027        000789    P    OS   OS   81134   D
5430010536293    FUEL TANK               FE4625     M     H218  00010        007575    P    OS   OS   81134   D
5430011069678    TANK FABRIC             FE4625     M     H218  00008        007575    P    OS   OS   81134   D
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1670008204896CT  PALLET 463L             FE4625     M     H244  00048        000672    P    OS   OS   00355   D

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                                 UNCLASSIFIED DATA
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Figure 5–7. War plans (WRM) additive requirements report, part II.

**Exercises (229):**

1. What is a war consumable?

2. What is the purpose of the two parts of the WCDO?

3. Where are consumable expenditure factors listed?

4. Where are authorized quantities of WRM assets reflected on the WCDO?

5. What is the purpose of the WPARR?

6. What two reports are part of the WPARR? Which is used at base level?

7. What is the purpose of the FLAS?

8. What are the two parts of the FLAS?

9. Describe SAALC's role.

10. What are the quantitative requirements for war consumables based on?

11. What does the foreword to the WCDO contain?

12. Where are the preposition codes identified?

13. Who prepares the WPARR?

14. Name the two reports used for AFLAS/GOFLAS.

## 5-3. WRM Surveillance Program

How do you determine your WRM capability? Are your WRM assets stored and maintained properly? We can answer these questions and ensure our readiness through an aggressive WRM surveillance program.

**230. Relate surveillance visit criteria to the WRM program objectives and specify the intent of surveillance reports.**

The introduction to this chapter taught you that the objective of the WRM program is to maintain a force that is capable and ready to carryout our wartime mission. The material provided below will help you determine WRM asset availability/serviceability and report your findings to the WRM Review Board.

**WRM Surveillance Visits.** Formal Air Force guidance for these visits has not been published at this time. However command supplements to AFR 400–24, WRM policy letters, and etc., have established the need to develop programs of this nature. Although your particular command or base may not have procedures written for surveillance visits, we highly recommend that you take the initiative to develop them. Ask yourself, "How do I know that all the assigned WRM is being maintained in a serviceable condition?" A WRM surveillance visit checklist will help you answer this question.

A WRM surveillance checklist is nothing more than a guide for all personnel involved in the WRM program. It addresses questions to each responsible agency and helps them in the performance of their duties. Let's take a look at a few agencies you might want to address.

***Deputy Commander for Resources (DCR) or Deputy Commander for Materiel.*** You may want to ask such questions as: (1) Is the DCR designated in writing as the war reserve materiel project officer? (2) Does the DCR serve as the president of the WRM review board? (3) Has the DCR appointed a WRM officer (WRMO) and NCO (WRMNCO) from the Resource Plans Division (LGX)?

***Resource plans.*** Certain questions such as these may be helpful: (1) Does the WRMO or WRMNCO tell the DCR of any changes to ensure that the WRM program will support the wartime mission? (2) Does the WRMO/NCO serve as a point of contact for all matters concerning WRM? (3) Does the WRMO/NCO make WRM surveillance visits quarterly? (4) Have authorized quantities of WRM been identified and prepositioned?

***Transportation.*** Ask such questions as: (1) Are JU vehicles identified? (2) Has a rotation schedule or cycle been established to ensure serviceability? (3) Are storage facilities adequate if applicable?

If you are going to develop a surveillance visit checklist, be sure to address all the agencies involved. Remember there is no format as to how your checklist should read, unless your MAJCOM has supplied you with guidance. Just be sure you write questions that are useful to that particular agency.

**Controlling and Maintaining WRM.** Representatives at all levels of command must cooperate closely in determining authorizations and in making changes in plans, programs, or requirements. For instance, custodians of JU equipment are responsible for its control and necessary maintenance. They should not transfer, turn in, or delete their authorizations for JU items without prior coordination with the local WRM monitor. By the same token, if the peacetime authorization is deleted for a JU item, the wartime requirement must be reviewed; and if the requirement is still valid, the item must be retained as WRM.

To promote serviceability, WRM motorized equipment (such as vehicles or groundpowered equipment) must be located, used, and maintained in the same location as similar peacetime items. This does not necessarily mean that the item will be integrated into the base peacetime assets and used on a day-to-day basis. Instead, WRM vehicles are rotated with peacetime assets, so that the same vehicles are not always designated as WRM; but, while designated as such, the vehicles are held dormant until rotated.

Unlike WRM vehicles, those vehicles identified for JU are a part of the regular peacetime fleet. The fact that they will be required on relatively short notice for wartime use makes it essential that the base motor pool (as overall director of on base vehicles) establish local procedures to recall JU vehicles to ensure timely availability.

**Joint Use Assets.** If you recall, the WRM concept does not permit the duplication of peacetime assets which will be available to support USAF war plans. Instead, joint use (JU) indicates that an item or facility is currently available and can be used to satisfy the additive wartime mission requirements. So, each line item on the RCS: HAF–LEY(SA)–8245, Part I report must be reviewed to determine if present equipment authorization inventory data in-use assets will satisfy the WRM requirement.

Proper JU action will reduce the requirement for prepositioning WRM; however, do not overly apply the JU concept. Remember, the items listed in the RCS:

HAF–LEY(SA)–8245, Part I are designated for use by another unit. Therefore, ensure that the items required to support the base's wartime missions are not reduced below the quantities needed. A good example of this is mobility equipment which cannot be considered for JU because these items have already been identified as being essential to a particular unit for its D-day mission.

Also consider facilities for JU application. For instance, barracks that will be available for additive personnel, post D-day, may be considered as JU and thereby negate the requirements for prestocking tents listed on the RCS: HAF–LEY(SA)–8245, Part I report. Field kitchen components may not be required if present dining halls can accommodate additive personnel. Other facilities could become available due to post D-day curtailment or elimination of schools, clubs, theaters, or family quarters.

In other words, JU is not restricted to items of the same stock number, nomenclature, or type. Any item that will perform the same function of the item listed in the RCS: HAF–LEY(SA)–8245, Part I report should be considered for JU.

**Vehicles.** Even though vehicle allocations are made by higher headquarters, each base is responsible for reviewing its D-day vehicle requirements to determine if the authorizations are adequate. A base does this by deducting the quantity of vehicles reflected in the VMAL for use by other commands or units and by determining if the remaining vehicles are sufficient to satisfy the base mission.

All recommended changes to the VMAL must be made by submitting the full justification on an AF Form 601, Custodian Request/Receipt, to the base supply operations support branch, and Vehicle Review Board. The recommended change could be a realignment of command vehicles, or an authorization greater than the established ceiling. In the case of an adjustment, a request to the command ceiling will be included as a part of the AF Form 601, which will be forwarded to AFLC for approval or disapproval.

**Surveillance Visit Reports.** Reporting your findings is very important to the entire WRM program. Specific standardized guidance is unavailable as far as format and content. However, keep in mind that your purposes for conducting surveillance visits are to ensure that the appointed WRM monitors are maintaining their assigned assets in a serviceable condition and to identify any problem areas.

Your report should identify the organization visited, the WRM monitor, assets looked at, and discrepancies found. Provide lauditory comments for those monitors that have aggressive programs. You should also provide recommended solutions and guidance on management techniques.

Route your report under the WRMO/WRMNCO signature to the appropriate commander/directorate and the DCR "IN TURN."

Also, ensure that these reports are included in the WRM Review Board's agenda.

**Exercises (230):**

1. State the purpose of WRM surveillance visits.

2. How is WRM motorized equipment serviceability promoted?

3. Explain joint use.

4. What is the intent of surveillance reports?

5. What is the recommended routing of surveillance reports?

6. How often are surveillance visits recommended?

7. Who should be designated as the war reserve materiel project officer?

8. What does joint use indicate?

9. What consideration must you take before deleting a JU peacetime authorization for a piece of equipment?

10. How are changes to the VMAL made?

## 5-4. WRM Review Board

WRM management affects nearly every function on the base. These assets are our mainstay in the first days of combat operations. The WRM Review Board ensures that these assets support our needs and mission requirements.

**231. State the purpose of the WRM Review Board, and the importance of the Board's agenda, minutes, and recommended solutions to deficiencies.**

**WRM Review Board.** The purpose of the WRM Review Board is to cite any problem areas in the WRM program and to decide what corrective action is necessary to resolve those problem areas. The board also may discuss combat-ready status, of WRM spares, equipment and consumables, WCDO information (to include current date of the document and where it is located), new acquisitions of WRM joint use coded items, and WRM training.

The composition of the WRM Review Board may differ from command to command. Since AFR 400-24 does not give specific guidance, you will have to consult your applicable MAJCOM directive. A typical board is made up of:

*a*. Deputy Commander for Resources (chairperson).
*b*. Deputy Commander for Maintenance (member).
*c*. Chief of Supply (member).
*d*. OIC of Operations Plans Division (member).
*e*. Chief of Resource Plans (member).
*f*. WRM officer/NCO (member).
*g*. Maintenance Control Officer (member).
*h*. Special Assets Management OIC/NCOIC (advisor).
*i*. Registered equipment management NCO (advisor).
*j*. Unit WRM Monitors (Advisors).

The base LGX office is responsible for conducting the WRM Review Board once a quarter or as directed by MAJCOM. The base war reserve materiel officer (WRMO) or NCO will prepare the agenda of items to be discussed. Your applicable MAJCOM directive should list the required agenda items, such as:

*a*. WRM authorizations commensurate with OPLAN tasking.

*b*. WRM IG audit discrepancies and the status of corrective actions.

*c*. WRM surveillance visit discrepancies and corrective action taken.

*d*. Status of war readiness spares kit (WRSK)/base level self-sufficiency (BLSS)/WCDO and WRM equipment shortages.

*e*. Review of peacetime WRSK/BLSS withdrawals.

*f*. Review of WRM reports for processing errors, and commander comments concerning limiting factors.

The agenda should be sent out to all applicable agencies before the meeting to allow ample time to prepare input.

When possible, the WRM Review Board actions should be kept unclassified. If this not possible, you must take the necessary measures to protect classified data.

**WRM Deficiencies.** Before we can discuss deficiencies, we need to know how to identify them. There are two categories you will use: Shortfall and limiting factor (LIMFAC). A shortfall is a deficiency in resources that are authorized for mission support but are not available. A limiting factor is a deficiency in resources that are required to support an operations plan where sufficient authorizations do not exist. Simply stated, these two categories relate to authorized and on-hand assets. A shortfall is relatively easy to resolve. You can either place the asset on requisition or task another unit on your base that has the item to provide the support. Limiting factors, on the other hand, are difficult to resolve and normally cannot be corrected at base level. These type discrepancies impact mission accomplishment. To resolve this category discrepancy you have to identify it through channels to your MAJCOM. Your authorizations will either be increased or the tasking will be serviced to another base. The WRM board must act to resolve all problem areas, and you must document all recommendations and corrective action in the board minutes.

**WRM Review Board Minutes.** The minutes are a record of the WRM Review Board is activity. There is no required format unless it's command or base unique. We recommend you build the minutes around the following items:

***Attendance.*** Document all board member attendance and absence. Also, record all others in attendance.

***Open Items.*** List the item, action taken, and the OPR tasked, as well as the suspense.

***New Items.*** List the item, recommendations, OPR, and suspense.

***Limiting factors and shortfalls.*** Identifying each of these areas separately allows more emphasis. List the discrepancy, identify it as either a shortfall or LIMFAC, and provide a recommended solution and a suspense.

Always prepare these minutes for the DCR's signature and either send it directly to the wing commander or provide an "info" copy.

**Exercises (231):**

1. What is the purpose of the WRM Review Board?

2. Who conducts the WRM Review Board? How often?

3. Why should the agenda for the review board be sent out to all applicable agencies before meeting?

4. Name the deficiency categories.

5. What is the purpose of the review board minutes?

# Answers for Exercises

## CHAPTER 1

**Reference:**

200 – 1. To establish workcenter manhours-to-workload relationship and measure manpower needs for mission activities.

2. a. Type I (engineered)—determines manhours required to do a job through the use of standard time data, time studies, work sampling, or a combination of these techniques.
   b. Type II—used when the rigid requirements for a Type I standard cannot be met.
   c. Type III—developed without detailed work measurement and based on minimum manpower requirements, staffing patterns and historical performance.

3. By either increasing authorizations or deleting and modifying existing authorizations.
4. The senior commander (Wing Commander) signs the change request after it has been coordinated through the DCM.
5. As deferred requirements (DR) and placed on the command DR listing for satisfaction at such time as your individual wing priority is met and trade-off authorizations are made available.
6. Manning status in both functions.
7. Authorization change notice (ACN).
8. Heading, project identification data (PID), organizational data, rationale, detail data and recapitulations.
9. A request for TDY or PCS manning assistance when assigned manning falls to a level below which you can no longer accomplish your mission. It has no affect on the UMD with the exception of trying to fill vacancies.
10. Through the servicing CBPO/DPMUM to your MAJCOM/DP with an information copy to your numbered Air Force.
11. Through development of standards.
12. Through the UMD.
13. Command MET.
14. They allow time for all records to be updated, manning resources to be put into the pipeline, and budgets to be adjusted before the change is implemented.
15. It provides a method for tracking implementation of changes.

201 – 1. Production analysis, CBPO, and the requesting unit/workcenter.

2. A feasibility study, general study planning, and the formal study.
3. It forms the framework for manpower standards development and manpower studies.
4. Complexity of the unit/workcenter; size of the unit/workcenter, the number of manpower authorizations, and the number, range of sizes, and diversity of locations; potential scope and use of the manpower standard; stability of the workcenter; degree of standardization in organizational procedures, equipment and layout in the workcenter.
5. The study memorandum initiates the formal study. It is a documented agreement between your unit and the MET.
6. To document study objectives, responsibilities, requirements, milestones and cost estimates.
7. The study memorandum.
8. Objectives, responsibilities, milestones and cost estimates.

202 – 1. The UMD contains limited manpower authorization data and 5 fiscal quarters of manpower authorizations. The EUMD contains all the data elements of the manpower data file including 22 fiscal quarters of manpower authorizations.

2. The UMD provides 5 fiscal quarters of manpower authorization data to the functional users. It is the source document for all manpower authorizations.
3. A program element code is a subdivision of programmed cost data related to a weapon system or support function. It is used to identify each manpower authorization as belonging to a special program element by using a PEC number.
4. This type authorization would mean that the position would be authorized/required for wartime deployable, fulltime, inservice military appropriated support.
5. The UPMR provides the unit commander with authorized positions, changes to those positions, and the identity of personnel filling the positions, as well as projected accessions, gains, losses, retirements, separations and rotations from overseas.
6. Corrections to the UPMR are made by submitting "P" series orders of AF Form 2095/2096.
7. Allocation notices alert the gaining unit of a projected gain, aligns projected gains against valid authorizations, and facilitates timely, accurate input of duty information prior to the member's arrival.
8. DPMUM projects inbound personnel into authorized manning position numbers so that the members will show up on the gaining units UPMR. The gaining unit must review the allocation notice and UPMR to ensure they agree with the assignment. If they disagree they will notify DPMUM of the desired position.
9. It is an eight character alpha/numeric code used for manpower/personnel accounting.
10. The unit.
11. In the organization effective date (OED) column.
12. It identifies the internal organizational structure of a unit.
13. Position numbers.
14. DPMUM.
15. It identifies a problem with the individual assigned to the position in either grade, AFSC, SEI, or PRP/SCI.
16. The last three duty assignments and duty titles.
17. Approximately 60 days prior to the individuals projected arrival date.
18. It identifies the immunization area in which the unit is located, or for alert forces requiring regular or frequent travel.

203 – 1. The files maintenance section.

2. Transactions to update the data base and transactions to request information from the data base.
3. On-line routines provide the capability to review and extract information from the data base at a remote terminal and printer.
4. The MPR provides the capability to load, change, or delete data in the MPR.
5. A background program normally lists the outline organization or unit and consumes considerable computer time.
6. The WCL provides a list of all workcenters that are loaded to the organization record.
7. To place an individuals records in a TDY status, to deduct the remaining work hours from the WAH and provides a listing of qualifications for the person to take on the TDY. Format 2

returns the records to normal and updates the WAH with the remaining work hours for the month.

204 – 1. It is the monthly MMICS manpower management document.
2. Unit/organization data, primary, control, and/or duty AFSC, grade code/level, labor code, PRGLD, security clearance, and UMD number.
3. By suspensing an annotated/corrected copy from your unit for system update.
4. The MMR provides manpower management products that reflects the number of personnel authorized versus assigned and reported projected losses and gains for up to a year from the date of the report.
5. There are four formats for the MMR.
   a. The MMR by UMD number reflects authorized versus assigned by UMD number and flags those positions that are manned at less than 75 percent and more than 100 percent.
   b. The MMR by authorized DAFSC shows authorized versus assigned by DAFSC and skill level. It also flags positions manned at less than 75 percent and more than 100 percent.
   c. The MMR by PRGLD shows projected personnel gains and losses for a 7 month period beginning with the date of the report.
   d. The maintenance capability report accounts for gains, losses, and net personnel assigned by month and quarter for up to a year from the date of the report.
6. By cross referencing with the UMD to verify authorizations.

## CHAPTER 2

205 – 1. The real property section of CE uses it to verify the space and condition of your facilities.
2. The general principles of facility evaluations are survey existing assets, identify requirements, and verify additional needs. Surveying existing assets is finding out what facilities belong to you, their location, space, and condition. Identification of requirements is the analysis of each facility in relation to others, work flow, and maintenance efforts aimed at improving facility utilization. Verifying additional needs is the process of determining whether additional space or improvements of existing space is required to enhance operations.
3. The total space authorized for each function in accordance with AFM 86–2.
4. It shows the space use of real property facilities.
5. AFM 86–2.

206 – 1. To provide specific space utilization and to provide reference for any questions about square footage, location, and designed use.
2. In a tabbed binder by unit.
3. By annotating work requests that impact the diagrams.

207 – 1. The purpose of AF Form 332 is to document new work, self-help projects, statements of expenses, and work of others to upgrade, improve, or enhance facilities.
2. The unit commander must sign all AF Forms 332.
3. The CSU reviews the request for proper preparation, assigns a number from the work request/work order register, ensures proper internal CE coordination, and notifies the requestor when the work order is accepted or rejected.
4. a. Priority I—mission. Work in direct support of the mission and if not done it would reduce operational effectiveness.
   b. Priority II—safeguard life and property. Work that's needed to give adequate security to areas subject to compromise; to eliminate health, fire, or safety hazards; or to protect valuable property or equipment.
   c. Priority III—support. Work which supports the mission or prevents a breakdown of essential operating or housekeeping functions.
   d. Priority IV—necessary. Work that does not qualify for one of the higher priorities.
5. Work orders require detailed planning and individual costing. Job orders don't require planning and are general in nature.
6. AF Forms 1135 are used to identify routine maintenance or repair requirements that do not meet the criteria for a service call or are not urgent in nature.
7. It is normally signed by the building managers.
8. Work order priority listings show all your work requests by facility, the job/work order number, status of the work order and summary of the work that is requested.

208 – 1. To request telephone installation, removals or movement.
2. AFR 700–3.
3. AF Form 3215.

209 – 1. The major subdivisions of CE work are:
   a. Basic purpose (N) – New mission support.
   b. Basic purpose (C) – Continuing support of current missions.
   c. Basic purpose (M) – Replacement and upgrading of existing facilities or modernization.
   d. Basic purpose (S) – Support functions.
2. To provide the facilities that are needed to support our mission.
3. System acquisition which includes basic purpose (N) category work. Readiness includes basic purpose (N) or (C) categories. Quality of life group includes basic purpose (C) and (M) categories. Upgrading the work place group also includes basic purpose (C) and (M) categories.
4. DD Forms 1391 and 1391c.

210 – 1. To provide corporate review and recommendations concerning the use of real property facilities and CE resources.
2. The Deputy Commanders for Maintenance, Operations, and Resources, the Hospital Commander, and the Base Civil Engineer.
3. FUB responsibilities at installation level are to validate, determine priority, and approve:
   a. Real property maintenance and repair projects above BCE approval authority.
   b. Minor construction (MC) projects above BCE authority.
   c. The MCP.
   d. The military family housing (MFH) program for maintenance and repair, and post-acquisition.
   e. Use of existing facilities.
   f. The base development plan.
   g. Proposed acquisition or disposal of real property.
4. To justify and substantiate facility use, modification, repair, and etc.

211 – 1. Programs and Mobility.
2. Base Development Plan. Part C1.1.
3. To provide aircraft generation or reception and beddown information and to ensure it's fully coordinated.
4. Wing safety, fire department, and airfield management.

## CHAPTER 3

212 – 1. A host-tenant support agreement identifies the specific support functions and related responsibilities to be performed by the host and tenant; it also identifies the support provided by various base elements and specifies the responsible organization.
2. It is the preferred method of providing support for tenant units under the host major command.
3. Only when consolidation is not feasible due to mobility requirements of the host or tenant.
4. Interservice agreements are similar to host-tenant agreements except that they are designed to document all support actions by one DOD component to another DOD component or Federal Department/Agency.
5. Department of Defense Retail Interservice Support (DRIS). The DRIS program provides guidance for all DOD components in achieving increased effectiveness and savings through the systematic use of interservice support concepts.

6. The host unit with the most facilities will take action to consolidate support capabilities.
7. To document the support requirements that we seek or provide to a foreign government.
8. Before initiation, negotiation, or conclusion of an international agreement, written approval from the Secretary of the Air Force (or authorized representative), a delegated head of an organizational element of the Air Force, or a delegated head of another organizational element of the DOD must be obtained.
9. AFR 11–4, DOD 4000.19–R, and AFR 11–21.
10. 6 months.
11. No. Contingency or war plan requirements should be clearly identified in the plan.
12. Only when consolidated or joint use is uneconomical or not practical or when mobility requirements dictate.
13. When the host provides peculiar or extraordinary support.
14. To document the budget savings or cost avoidance savings to the government as a result of an ISA.

213 – 1. AF Form 149 and DD Form 1144.
2. Identify the requirements, define the support concept, draft support responsibilities, and draft financial responsibilities. Identifying the requirement is to gather all available support requirements data. Defining the support concept is outlining the categories of support, and in what areas the support will be required. Drafting support responsibilities means to identify support sufficient to achieve desired objectives. Drafting financial responsibilities means to clearly identify what the tenant will pay for and what the tenant receives free.
3. Support responsibilities are to be carried out as stated in AFR 11–4 and its attachments.
4. Support responsibilities are to be carried out differently than specified in an attachment to AFR 11–4.
5. To decide the tenant unit, its mission, mission equipment, and any other significant factors.
6. DOD 4000.19–R.
7. Information about the tenant that is pertinent to providing support (number and type of personnel assigned is attached for flying, facilities assigned, etc.)
8. Coordinating officials of the host and tenant units; command approval signatures are not required.
9. 0783.
10. When the labor is done by civilians and only if a space is transferred or if overtime is performed.
11. In the programming document or plan.
12. Funding, facilities, and vehicles.
13. A triple X is placed in Section V of the AF Form 149.

214 – 1. A strawman is a draft agreement used to coordinate initial requirements. It is used for unofficial input prior to formal coordination.
2. a. Accurately identifying the managers that have an interest in the agreement.
   b. Incorporating the inputs of the managers that have an interest.
   c. Ensuring that coordination cycle inputs have been adequately coordinated.
3. This is the attaching of a cover letter addressed to all affected agencies instead of using the "in-turn" approach.
4. The local host with local tenant unit, host approving authority, and tenant approving authority.
5. A list of OPRs by function codes on the AF Form 149 and a list of key people in the various functions.
6. A series of short informal, one-on-one meetings between the negotiator and the individual managers.

215 – 1. USAF Program-Bases, Units and Priorities Programming Document (PD).
2. The anniversary date is the effective date cited by mutual host-tenant concurrence in Section III of the AF Form 49, or the date the initial or reaccomplished agreement was signed by the approving host official at installation or MAJCOM level.
3. To make available an equitable portion of its installation and real property, utilities and other support to enable the tenant to perform its mission.
4. At least 1 year in advance of the actual date the support is required.
5. The tenant should notify the host of the actual date of the required support, workload estimates and related planning data, and a 3 to 5 year projection of significant programs that relate to support requirements.
6. The program manager is the single point of contact for HTSAs; monitors implementation of AFR 11–4; establishes procedures for negotiating, revising, approving, and reviewing agreements; acts as the approving official; resolves disagreements; and acts as the liaison for exchanging planning information in the negotiation process.
7. The parent MAJCOMs should be notified in writing of the problem areas and the processing of the agreement is continued with the areas of disagreement omitted.
8. DLA develops, administers, and manages DRIS.
9. MAJCOM designated approval authority.
10. Early enough to ensure completion by the anniversary date.
11. It lists the functions normally provided by the host and the associated tennant responsibilities.
12. The host command sends the intercommand correspondence with a cover letter summarizing the problem and recommending solutions to HQ USAF/LEXX.
13. An interservice support coordinator (ISC).
14. DD Form 1348 or similar requisition document should be prepared.
15. In the preface.
16. Only with concurrence of the tenant approving authority.
17. When the agreement is terminated.

216 – 1. To determine if an agreement needs to be revised.
2. Changes to the types of support or conditions and responsibilities.
3. a. Host capability to provide the requested support.
   b. Mutual responsibilities involved in the support.
   c. Financial responsibilities for the support.
4. Section III of AF Form 149 for HTSAs and Block 4 of DD Form 1144 for ISAs.
5. Three.
6. Approval authority signatures are required.
7. The statement "support to be provided as requested and available".
8. 6 months for HTSAs and 4 months for ISAs.

## CHAPTER 4

217 – 1. (1) a.
(2) b.
(3) i.
(4) c.
(5) d.
(6) h.
(7) g.
(8) j.
(9) e.
(10) f.

218 – 1. By input (appropriation), processor (DOD component), and output (Major Force Program).
2. Strategic forces; general purpose forces; intelligence and communications; airlift/sealift; Guard and Rescue Forces; research and development; central supply and maintenance; training; medical, and other general personnel activities; administration and associated activities; support of other nations.
3. A program element is a subdivision of a MFP and describes the output of the DOD. It is a combination of personnel, equipment, and facilities which constitutes a military capability or support activity.
4. Military personnel; operations and maintenance; procurement; military construction; and research, development, test, and evaluation.

5. A responsibility center is an organization headed by a manager who is assigned financial management responsibility and accountability. It is the place where elements of expense (need/resources) are identified and consumed.
6. To provide a specific identification of items that are purchased with appropriated operating funds.
7. The responsibility center identifies a need and spends the funds (appropriations) on the resource classified into one of the elements of expense categories by the DOD component (processor). The element of expense category is further categorized into one of the five major appropriations. The appropriation is then categorized as a Program Element that falls into one of the major Force Program (output) categories.

219 – 1. (1) c.
(2) g.
(3) b.
(4) d.
(5) f.
(6) a.
(7) e.

220 – 1. Budget estimate submission (BEs), decision package sets (DPS) and the President's budget.
2. Office of the Assistant Secretary of Defense (comptroller) and the Office of Management and Budget (OMB).
3. Decision package sets represent the Secretary of Defense's decision on the forces to be supported, levels of operations, and deployment plans to be developed. They also represent the basis for the third update of the FYDP.
4. 15 work days after Congress convenes in January.
5. The Secretary of Defense expresses program decisions through Program Decision Memorandums (PDM) to each DOD component. These PDMs are translated into appropriation requests in the Budget estimate submission (BES). These BESs are received by the Assistant Secretary of Defense (comptroller), and the Office of Management and Budget (OMB) for review and decision package sets (DPS) preparation. DPSs are submitted to the Secretary of Defense who makes the final decision on the program and recommends the structure of the defense portion of the President's budget.
6. The Legislative Branch approval for DOD obligation of funds.
7. They settle the differences through conference action.
8. Office of the Secretary of Defense in July or August.
9. Forces to be supported, levels of operations and deployment plans.
10. A spring review.
11. A recurring process by which spending is passed down through DOD management channels.
12. House of Representatives.

221 – 1. Budget guidelines form the basis for the preparation of the budget or financial plan.
2. Instructions, forms, formats, and deadlines for preparing your operating budget submission.
3. You are best qualified to estimate and explain why requested resources are needed.
4. Civilian personnel costs, TDY travel, transportation, rented resources, purchased utilities, communications, contractual services, and supplies and equipment.
5. Part I is the funding that the RA can reasonably expect to receive for the year. Part II requirements can only be funded by taking funds from another RC identified in Part I or by receiving additional funds from higher headquarters.
6. They relate through formal operating budget preparation.
7. Internal management data and reports that are used to determine your budget estimates.
8. Authorizations cannot be deleted to reprogram funds.
9. Number of travelers, mode of transportation, and length of TDY.
10. Past history, additional information, obligations, and financial management assistance.
11. The full justification for each budget submission within each EEIC.

222 – 1. The D–11 provides a concise picture of the supply and equipment funds status for each RC and CC.
2. Audit list, OCCR update, and PFMR status list.
3. A fund target is the amount of current available funds for the organization to spend on supplies or equipment.
4. Issue requests are automatically rejected and unfunded equipment requests go into what is called coded memo due-out status until funds are received.
5. The DO–4 is used to monitor individual material transactions or to research problems on a daily basis.
6. It is used by supply and finance to update their records as transactions occur. The CC manager can use the code to track funds during a transaction.
7. PFMR/OCCR update and reconciliation report and PFMR status list.
8. Daily document register, obligated due-out list, and OCCR List.
9. The value of organizational due-outs for which current fiscal year funds are obligated.
10. Budget code 1 items are those resources from the System Support Division (SSD) of the AF stock fund and EEIC 605 (supplies). Budget code 9 items are those resources from the General Support Division (GSD) of the stock fund. Both codes mean the CC pays for the item.
11. Equipment items.
12. Activity code, OCCR or CC code, shape code, Julian date and serial number.

223 – 1. Management should be briefed on quarterly budgets for equipment and supplies, obligations, average daily expenditures, and days of support remaining.
2. The purpose of funds targets are to:
    a. Serve as guides for the consumption of resources, stated in dollar value terms.
    b. Provide the measure against which planning effectiveness can be determined.
    c. Provide the control mechanism through which overall financial plans are managed.
    d. Form the tool through which periodic reviewes identify resource overages and shortages.
3. Accrued expenditures paid (AEP) and accrued expenditures unpaid (AEU).

224 – 1. The FMB determines financial program priorities and ensures that resources are allocated in the most effective manner.
2. Deputy Commander for Maintenance, Deputy Commander for Operations, Deputy Commander for Resources, Group Commander, Hospital Commander, Comptroller and Budget.
3. At least quarterly or at the call of the chairperson.
4. Middle managers, both line and staff elements.
5. At the call of the chairperson, or at least once a quarter.
6. To state in terms of dollars which activities will get how much to spend.
7. The RMT provides help to resource advisors and other financial managers find better ways and means to manage their resources.
8. To give line managers flexibility in determining how resources are to be committed.
9. Through review and evaluation of the operating budget and financial plans, distribution of budget targets, unfunded requirements and other actions that affect the financial operations of the base.
10. Participate in the development of budgets and monitor the day-to-day use of resources.
11. The FMB.
12. Personnel, supply, civil engineering, transportation, maintenance, and budget functions.

## CHAPTER 5

225 – 1. To support active forces at the start of a conflict until industrial production and normal supply functions can sustain combat requirements.

2. Pacer Flex are prestocked CONUS assets identified for follow-on support of wartime activities. Command Overflow assets are items that the MAJCOMs have either no storage or maintenance capability. They are also stored in the CONUS.
3. Prepositioned WRM assets are readily available to augment POS in times of conflict while prestocked WRM is stored in the AFLC wholesale logistics system to support the forces after prepositioned assets are used.
4. Spares, equipment, and consumables.
5. a. WRM spares are individual parts, assemblies, or subassemblies used for maintenance or repair of systems, equipment, and nonaircraft items.
    b. WRM equipment includes weapon system support equipment, communications equipment, vehicles, aerial port equipment, and CE equipment designed to augment peacetime equipment.
    c. WRM consumables are expendable items that are directly related and necessary to a weapon support system.
6. WRSK are transportable packages of spares and repair parts which can support aircraft, vehicles, command, control, and communications systems, and other equipment. BLSS are nonmobile spares packages intended to support the wartime activities of units who don't deploy.
7. OWRM is used to augment WRSK, BLSS, and POS until industrial production meet the wartime requirements.
8. a. Housekeeping sets are base support oriented sets of housekeeping, rapid runway repair, refueling, communications, munitions maintenance, and 463L pallet resources.
    b. Station sets are weapon systems oriented sets of ground support equipment (GSE) and vehicles.
9. Munitions, POL, TRAP, STRAPP, rations, chaff, films, and medical supplies/equipment.
10. USAF Surgeon General.
11. Those assets, in addition to normal POS, needed at the start of a conflict to support active forces until industrial production can sustain combat requirements.
12. WMP–1.
13. Packages designed to support personnel, aircraft, maintenance and base support functions. They include mobile hardwall and softwall facilities, utilities, and 30 days worth of associated spare parts and housekeeping supplies.
14. To provide a housekeeping capability for up to 1,100 people at bases without adequate support.
15. It is a flexible mix of air transportable conventional munitions packages.

226 – 1. Deputy Commander for Resources (DCR) and Chief of Supply. The DCR determines, monitors, and ensures adequate/timely corrective action by the responsible agency on all deficiencies that hamper the base's WRM capability. The Chief of Supply performs supply planning to support WRM mission and ensures WRM reports are accurate.

2. a. The using command.
    (1) Provides WRM requirements and other logistics data to the storing command.
    (2) Arranges logistics support at non-USAF airfields in the CONUS and outside the CONUS.
    (3) Budgets and funds WRM prepositioned at non-USAF airfields in the CONUS.
    b. The storing command.
    (1) Determines and reports the availability of assets.
    (2) Budgets and funds for shortages and replacements (base funded items only).
    (3) Care for WRM stored on base.
3. Items are not authorized as WRM for comfort and morale, strategic missile support (except rations), Civil Reserve Air Fleet (CRAF) aircraft (except for POL), recovery and reconstitution, and certain medical categories (pediatric, obstetrics, gynecology, elective surgery, dental, field-type items, such as camouflaged bandages, or duplicate items contained in the Medical Materiel Program for Nuclear Casualities).
4. Initial WRM requisitions are demand code "N;" replacement acquisitions are demand code "R." If assets are needed within 5 days, UND "A" is used. UND "B" or "C" is used for any requests that are needed after 5 days. You must also determine the program WRM project code.
5. a. Inadequate storage facilities.
    b. Lack of base rights.
    c. Risk of damage or other limitations.
6. a. To support peacetime emergencies.
    b. To support contingency operations.
    c. To relieve a MICAP condition.
    d. To conduct operational readiness tests.
    e. To support other vital emergency operations not anticipated or specified in approved USAF war plans.
7. Wing/base level WRM responsibilities, using/storing command responsibilities, limitations of WRM, acquisitioning of WRM, prepositioning of WRM, maintaining WRM, accounting for WRM, use and movement of WRM, and redistribution of WRM.
8. WRM training program.
9. AFR 400–24.
10. Storing command.
11. Redistribution of assets; disposition of assets; and use and movement of on hand assets.
12. WCDO.
13. Major command.
14. Supplies management office, WRM project office, or WRSK custodian.

227 – 1. The CA/CRL is a computer product that reflects all authorizations, assets, and due-outs for each equipment custodian by organizational and custodian code.

2. Use code A. This code identifies items and quantities of equipment required to be moved with a unit or special activity during an emergency or wartime situation.
3. It is used for assets that are not programmed for deployment.
4. Equipment that can be used to meet peacetime and wartime additive requirements,
5. Use code "D" identifies material required to augment peacetime assets to support forces, missions, and activities reflected in USAF war plans.
6. Use code "J," "K," "M," or "L."
7. To assure that logistics support is rendered in direct relationship to the mission importance of each organization and to the urgency of need assessed for material support required.
8. The PD expresses the comparative importance of the requisitions and materiel movement transactions.
9. The FAD is an assessment of an activity's or organization's military importance. UNDs express the varying degrees of urgency that is required to satisfy materiel requirements.
10. Use codes identify the type equipment and UMMIPS provides the priority system to acquire the materiel.
11. In authorized preferred stock number sequence with all substitutes immediately following the authorized stock number.
12. Command equipment management office (CEMO).
13. To assist in determining how authorized equipment is to be used.
14. The highest order of military mission or project significance.
15. For stock replenishment, firm future requirements, scheduled maintenance, repair, manufacturing functions, or other routine requisitioning actions.

228 – 1. WMP–4 and WMP–5 provide the basis for the development of logistics support documentation and other actions that are required to preposition WRM.

2. The WPARR lists WRM equipment based on the wartime commitments reflected in the WAA of the OPlan being supported.
3. AFLC in coordination with each affected MAJCOM.
4. TAs are used by the MAJCOMs to develop WRM gross requirements list and by base level WRM monitors to verify allowances.

5. AFLC.
6. It documents the optimum mix of munitions and TRAP and ensures a flexible mix of stockpiled munitions.
7. It identifies the weapon systems that are authorized a WRSK or BLSS and information such as units of equippage, kits authorized by fiscal year and etc.
8. A single source of current policies, doctrine, concepts, and direction for the conduct and support of wartime operations.
9. Provides the authorization source for all vehicles, including WRM, joint use and Harvest Eagle.
10. Det 29, San Antonio ALC.
11. Foreword and Short Range Requirements Plan.

229 – 1. A consumable is an expendable item that for combat resources require the initial phases of a contingency.
2. The foreword provides instructions to WRM officers, commands and others concerning concepts and peculiarities of the WCDO program. The USAF Short Range Requirements Plan provides the stock number, nomenclature, quantity, and unit of issue as well as the using command, type aircraft or weapon system, and type mission for which each "item" is designated.
3. WMP–5.
4. Under the preposition objectives column of the USAF Short Range Requirements Plan.
5. To provide list of all equipment required by other commands that are stored at that particular base.
6. RCS: HAF–LEY(SA)–8245, Part I and RCS: HAF–LEY(SA)–8245, Part II. RCS: HAF–LEY(SA)–8245, Part II.
7. To ensure that adequate fuel resources to support wartime operations are maintained in base storage and in terminal backup.
8. Aviation fuels (AFLAS) and ground fuels (GOFLAS) logistical area summaries.
9. SAALC develops the specific aviation fuel resupply requirements in agreement with AFR 400–24 and normal operating levels.
10. The expenditure factors listed in WMP–5.
11. The purpose of the WCDO, special instructions, notes on format and content, and technical guidance and remarks on WRM commodities.
12. Section IV of the Foreword.
13. Using MAJCOM.
14. RCS: HAF–LEY (Q & AR) 7301 for AFLAS and RCS: HAF-LEY (Q&AR) 7512 for GOFLAS 229–15. RCS: HAF–LEY (Q&AR) 7301.

230 – 1. To ensure that assigned WRM is being maintained in a serviceable condition so your base's mission can be supported.
2. By locating and using these assets in the same location as similar peacetime items.
3. Joint use indicates that an item or facility is currently available and can be used to satisfy the additive wartime mission requirements.
4. Surveillance reports identifies the visited organization, the WRM monitors, assets looked at, and discrepancies that were found.
5. Under the WRMO/WRMNCO signature to the appropriate commander/directorate and the DCR "IN TURN."
6. Quarterly.
7. Deputy Commander of Resources (DCR) or Deputy Commander for Material.
8. That an item or facility is currently available and can also be used to satisfy additive wartime mission requirements.
9. The wartime requirement for the equipment must be reviewed, and if the requirement is valid, the equipment must be retained as WRM.
10. By submitting the full justification on an AF Form 601 to the base supply operation support branch.

231 – 1. The WRM Review Board cites any problem areas in the WRM program and decides necessary corrective action to resolve the problem areas. Base LGX office.
Quarterly.
2. To allow ample tiem for each agency to prepare input.
3. Shortfall and limiting factors.
4. To provide a record of the review board's activities.

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